

Enabling Open and Effective Communications for Managers & Teams

Jo Keeler | Belbin

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69%

69% of managers say they're uncomfortable communicating with members of the team.

80%

80% of our time at work is spent communicating in meetings, on the phone and via email.

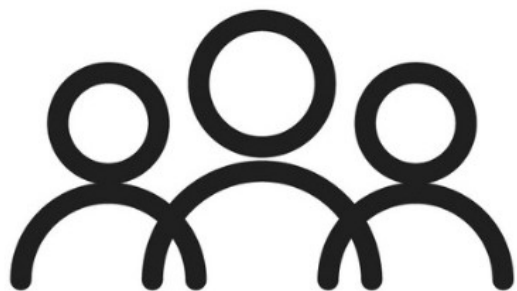
**"The single biggest
problem in
communication is the
illusion that it has
taken place."**

George Bernard Shaw





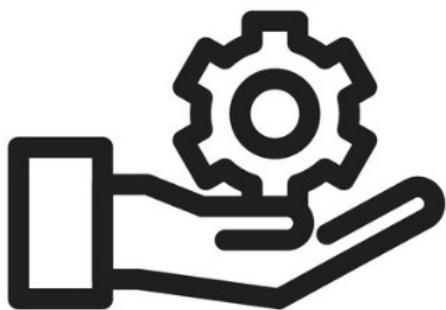
WHY?



Shared



Individual



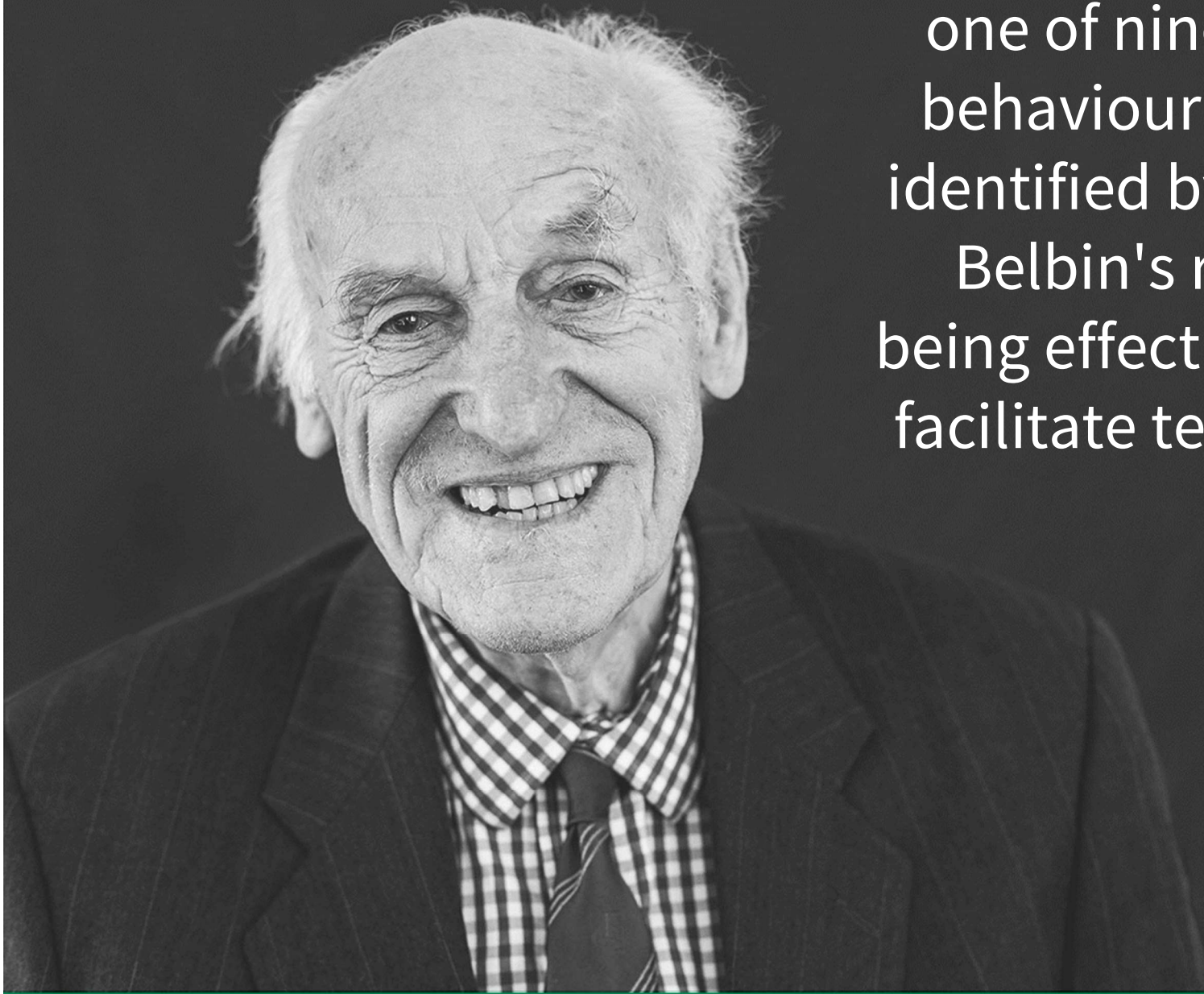
Responsibility



Task

- It's time dependent
- You want to share, but you just can't keep your email short
- You're typing in anger
- It's sensitive and the wording matters
- You're criticising someone else, or responding to criticism



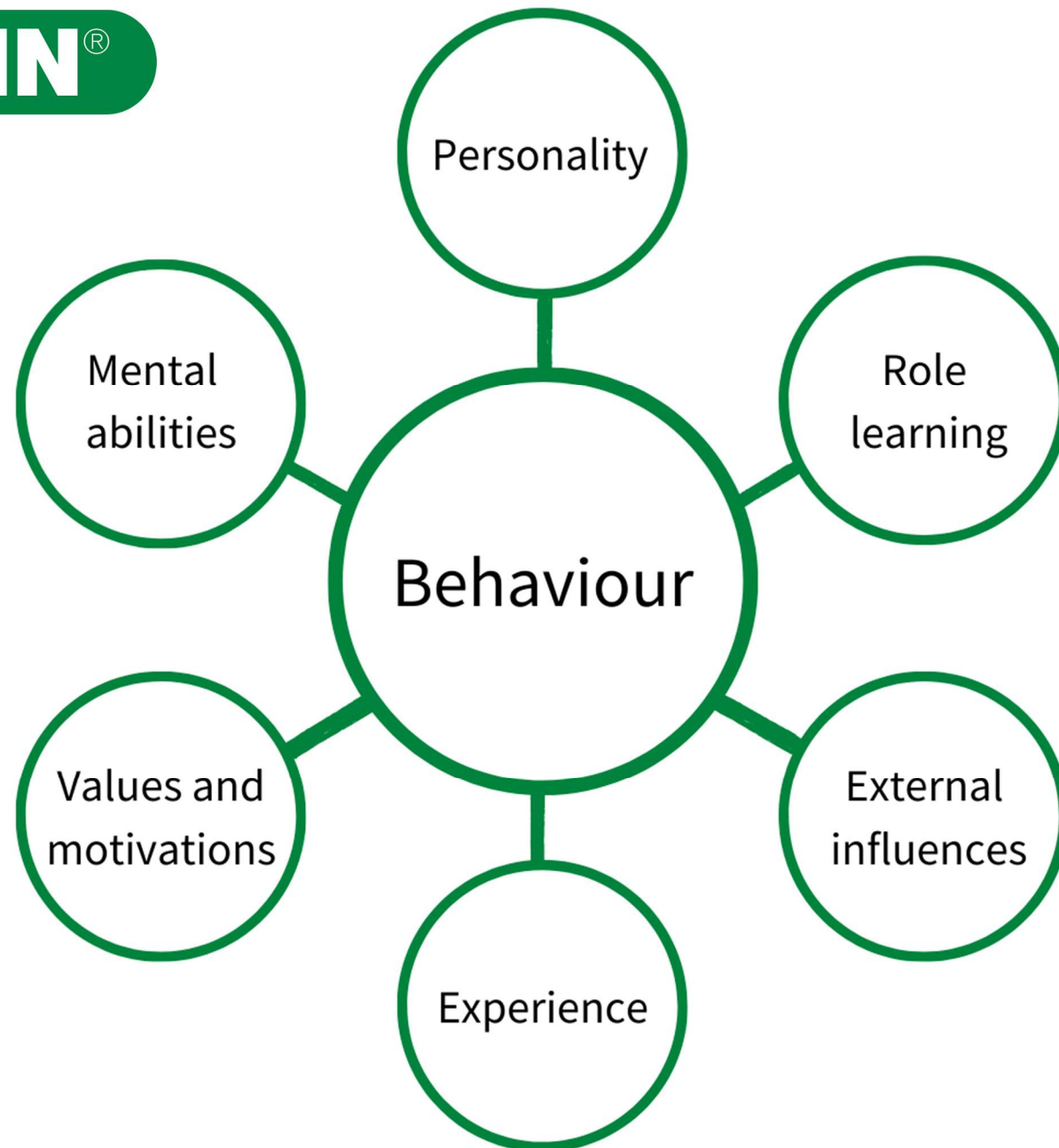


A Belbin 'Team Role' is one of nine clusters of behavioural attributes identified by Dr Meredith Belbin's research as being effective in order to facilitate team progress.



“Belbin describes not
the noun of who you
are, but the verb of
what you do.”

BELBIN®





Richard Branson 
@richardbranson



they

Treat people as you'd want to be treated and they'll do their best work virg.in/oTB #VirginFamily

Based on your Self-Perception and 7 Observer Assessments

You see yourself as someone who is usually confident, who has a socially mature manner, and who is able to bring out the best in colleagues.

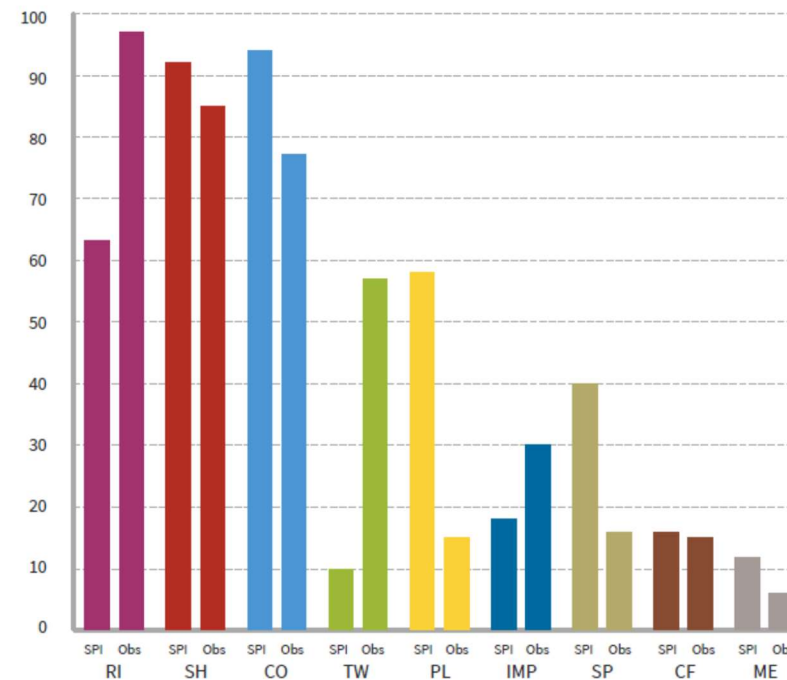
Your Observers see some different strengths than you do. They see your energy, social boldness and inquisitive nature, which usher in new opportunities.

What do your Observers agree on? They see that you are able to see the bigger picture, flourish when meeting new people and have a strong desire to succeed and win.

	Self-Perception SPI	Observations Obs
RI	63	97
SH	92	85
CO	94	77
TW	10	57
PL	58	15
IMP	18	30
SP	40	16
CF	16	15
ME	12	6

The table on the left and the graph on the right show your percentile scores for each Team Role, comparing your preferences against the combined perceptions of your Observers.

Percentile



Based on your Self-Perception and 7 Observer Assessments

Work Environment

You're best suited to a fluid and unstructured job where events move swiftly – a role at the cutting edge of change, which offers you a great deal of scope and entails working under pressure. You're likely to work best where you can be given free rein – once the job has been specified in terms of goals and objectives. Offer regular progress reports to demonstrate that things are staying on track.

Others see that you would be suited to:

- taking a strategic overview.
- work where meeting new people is important.
- rising to a challenge.

Presenting Yourself

- Let others see your enthusiasm and willingness to be proactive. Not everyone possesses your positive approach.
- State that you are happy to reach out to others and will use your outgoing nature in exploring possibilities.
- In your case, you may have to prove to others that your natural enthusiasm will not lead to boredom after a while. Show that you can follow through.
- Show others that you are up for a challenge and a spot of competition and that you are someone who gets results.
- Point out that your high energy levels will make things happen and that you are even ready to handle pressure.
- However, do not let your drive be viewed as aggression. You will need to show diplomacy when it is needed.

Announce your strengths. You are likely to:

- be dynamic and entrepreneurial: a developer of new ventures.
- enjoy work where you can use your outgoing nature and personal initiative.
- be a high-profile, dominant person, capable of making your voice heard.
- prefer working in a high-pressure environment, driving others to attain goals.

Be aware of your weaknesses. You may:

- be better at dealing with fast-moving situations rather than coping with analytical and detailed work.
- act without sufficient thought sometimes.

Based on your Self-Perception and 7 Observer Assessments

Jo, overall your top Team Roles are Resource Investigator, Shaper, Co-ordinator and Teamworker. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



RI



SH

Exploiting Opportunities

"I like to be given responsibility for grasping opportunities and driving things forward."



RI



CO

Facilitating

"Networking and enabling people to interact more effectively are what I do best."



RI



TW

Liaising

"My strength lies in building better communications with others."



SH



CO

Controlling

"I like to take charge to ensure collective goals are met."



Based on 7 Observer Assessments

Here is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in italics.

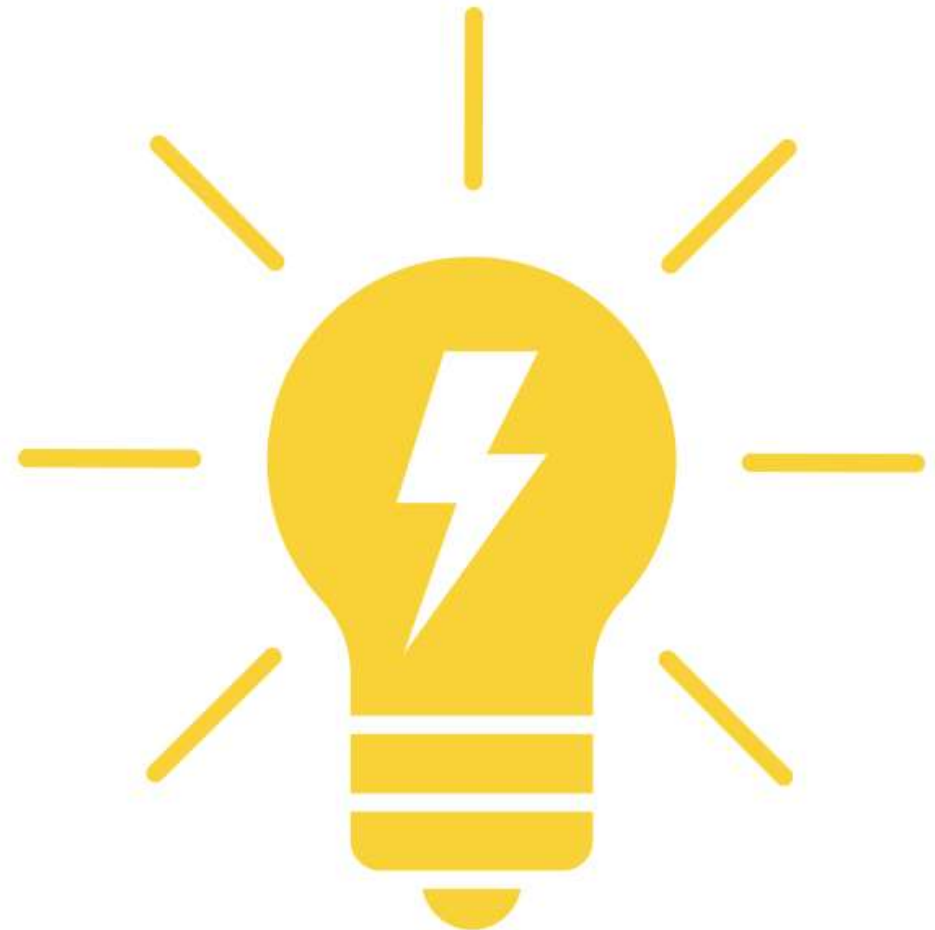
broad in outlook	11	tough	4	accurate	2	<i>unadventurous</i>	0
outgoing	11	inquisitive	4	<i>absent-minded</i>	1	<i>resistant to change</i>	0
competitive	10	diplomatic	4	<i>territorial</i>	1	<i>indecisive</i>	0
caring	9	disciplined	4	free-thinking	1	<i>over-sensitive</i>	0
seizes opportunities	8	conscious of priorities	4	creative	1	<i>fussy</i>	0
<i>impulsive</i>	7	<i>frightened of failure</i>	3	perceptive	1	<i>sceptical</i>	0
enterprising	7	persuasive	3	persevering	1	shrewd	0
challenging	7	efficient	3	motivated by learning	1	<i>engrossed in own area</i>	0
hard-driving	7	reliable	3	corrects errors	1	original	0
encouraging of others	7	<i>inconsistent</i>	2	analytical	1	<i>fearful of conflict</i>	0
<i>manipulative</i>	6	<i>reluctant to allocate work</i>	2	<i>unenthusiastic</i>	0	inventive	0
<i>impatient</i>	6	<i>over-talkative</i>	2	<i>oblivious</i>	0	perfectionist	0
outspoken	6	imaginative	2	<i>over-delegating</i>	0	impartial	0
consultative	6	studious	2	<i>restricted in outlook</i>	0	meticulous	0
<i>confrontational</i>	5	keen to impart expertise	2	<i>eccentric</i>	0	methodical	0
confident and relaxed	5	self-reliant	2	<i>uninvolved with specifics</i>	0	willing to adapt	0
helpful	5	realistic	2	<i>inflexible</i>	0	practical	0
<i>pushy</i>	4	logical	2	<i>procrastinating</i>	0	dedicated to subject	0

Plants should be asked to offer solutions and ideas.

Look out for statements such as:

- Just an idea...
- I know this isn't what we normally do but
- Thinking how we could solve this in a particular way
- Is it time to try something new?

Remember that Plants may look distracted or disengaged but they are probably just thinking...

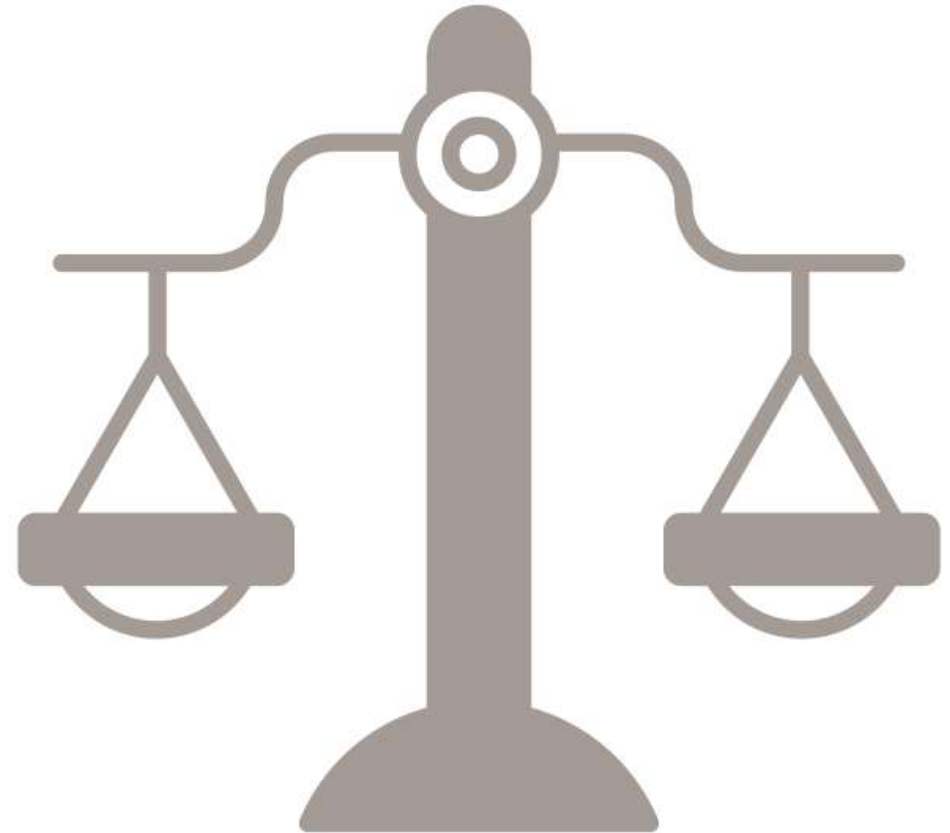


Monitor Evaluators should be asked their opinion and to give impartial judgement.

Look out for statements such as:

- Can I just say what I think makes sense in this case?
- The most logical of these ideas...
- Let's not be too judgemental. We need to look at this impartially
- I have analysed the figures and...

Remember, MEs aren't the most talkative or engaged with team discussions. They can easily be overlooked. Ignore their contribution at your peril and give them time.



Specialists can look up information and offer facts

Look out for statements such as:

- I am happy to learn more about this so we can...
- I will look it up and research it further
- I will bring the information that is needed
- We must take a more professional stance

When SPs get on to their area of expertise, they can get carried away. You don't want to lose the rest of the team. Request the information be sent separately or posted on the chat.

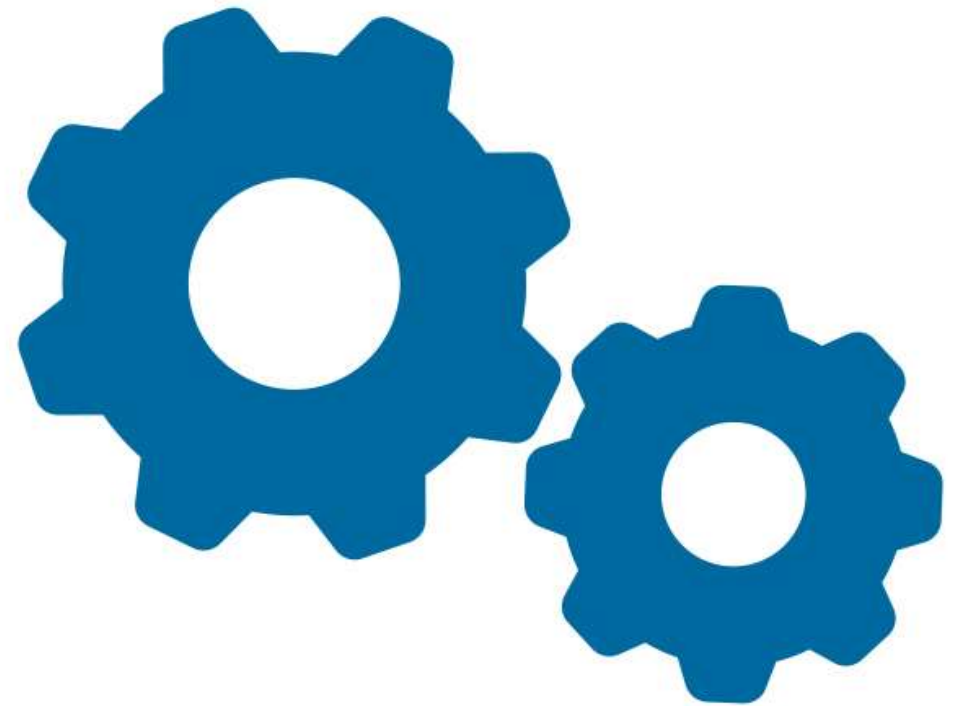


Implementers can be asked to ensure that the proposals being discussed are carried out.

Look out for statements such as:

- Looking at the practical side of doing this...
- I will get this out tomorrow if you like
- Has anyone done it yet?
- What about the timing?

Highly organised and hardworking, the IMP may show signs of being disengaged if there is all talk and no action.



Completer Finishers should be the first to point out any detail that is wrong

Look out for statements such as:

- I have looked at the figures and...
- I guess the success is in the detail
- Who has reviewed it?
- We could improve the way we...

May become overloaded with requests 'to check'. Reluctant to delegate and prone to anxiety – not always actively listening.



Shapers should be asked to ensure the meeting doesn't get hijacked.

Look out for statements such as:

- I think the meeting is losing direction. Could we focus on...
- I think we need to speed up progress here
- If we all could agree to do some extra work on...
- Let's get started

May look frustrated when the meeting doesn't keep to a fast pace. Don't try and merge work meetings and social catch-ups!



Resource Investigators can be asked to explore possibilities and opportunities

Look out for statements such as:

- Shall I find out where we can...?
- I will contact them
- Can I tell you what I have discovered?
- I'm really enthused about that – there are real opportunities to be had.

Bored easily, RIs may look a little distracted or look like they may be on their phone/another screen. Make sure they know when and why their contribution is needed.



Teamworkers can ensure that the humour of the meeting and the sense of togetherness is preserved.

Look out for statements such as:

- Carol has not finished what she wanted to say
- That was really useful. Thank you.
- Both are good points
- If nobody is keen to take that on, I can do it.

TWs act as the barometer of the team. Make sure they don't volunteer to do too much / get taken advantage of.



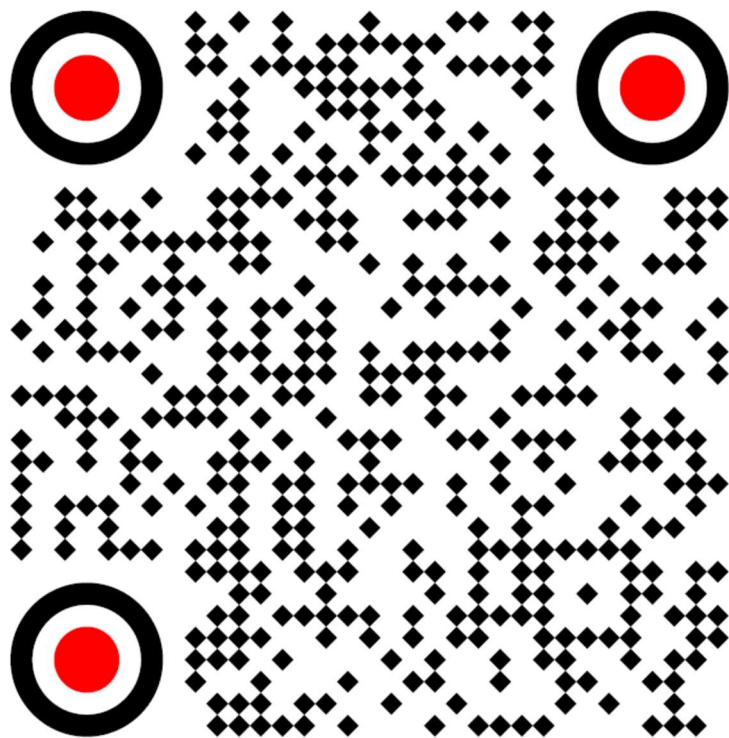
Co-ordinators should be the ones chairing the meetings – asking others to contribute at appropriate times.

Look out for statements such as:

- The purpose of the meeting today is...
- Let's go round the room and introduce ourselves
- Could I bring in John at this point
- Thank you for that – it was a useful point.

Our studies showed that those with high CO showed the highest engagement levels of any Team Role in our study.





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