



BELBIN

FOR ORGANISATIONAL MENTORING

A CASE STUDY



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This Real Life Case Study is based on a context where **CERT India used Belbin Team Roles** to help build a group of MENTORS to initiate a Mentoring Culture in a Business Unit of a Large Global Company, Operating in India across Multiple Businesses !



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PART ONE

WHY WE THOUGHT OF BELBIN FOR MENTORING



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MENTOR-MENTEE

A one on one relationship

Not changing the person but helping him/her realise his/her potential

Requires awareness of own self to be a good Mentor and a Mentee

Helps bridge the understanding in a common way

Behaviour is discussable and advice actionable

Can take the Development Process to the next level !



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PART TWO

AN IDEA NOTE TO THE CLIENT ON BELBIN TEAM ROLES AND THE RECORDING OF OUR WEBCAST ON BELBIN FOR SELF AWARENESS



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PART THREE

THE SOLUTION ARCHITECTURE

- 1) The Client Selects a list of Potential Mentors and we Profile them on Team Roles
- 2) The JR Sheet is to be filled in for the Mentoring Role with inputs from MD, CHRO and PRESIDENT and 3 FUNCTIONAL LEADERS
- 3) We study the inputs, use our own insights and calibrate the inputs
- 4) We prepare a Job Report, discuss the Job Report and see, if any fine tuning of inputs needed and produce the final JR for MENTORING ROLE
- 5) Do a Compatibility Analysis and Identify **Suitable** Mentors List



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PART THREE

THE SOLUTION ARCHITECTURE

- 6) Parallely the CHRO lists intuitively who could be the more suitable Mentors
- 7) Discuss the two lists and arrive at the Mentors for the Project
- 8) Run a Development Path - 2 Phases of 2 days each Physical Classroom Training - to improve their Self Understanding, Mentoring Skills and Orientation, and in addition Handhold them during the Journey
- 9) Help them Recognise the Power of Team Roles to make Mentoring Effective and help the Mentee get the best out of themselves
- 10) Mentors to be chosen, Mentees to be allotted to each, their Team Role Reports to be done and shared with the Mentor as well



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THE REPORTS

For the First
Business Unit



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Belbin Job Report for Mentor

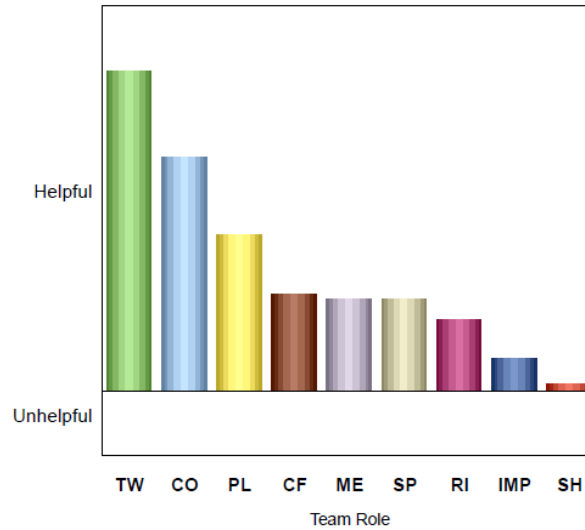


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Mentor Job Specification

This report should be given to the person responsible for recruitment or development of the job in question. It highlights the specific requirements of the job in terms of Team Role contributions.

This report is based on SR's Job Requirements Inventory



The job as it is specified requires someone who can handle a wide range of individuals, including difficult people, with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well-received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of liaison work and an aptitude for organizing others.

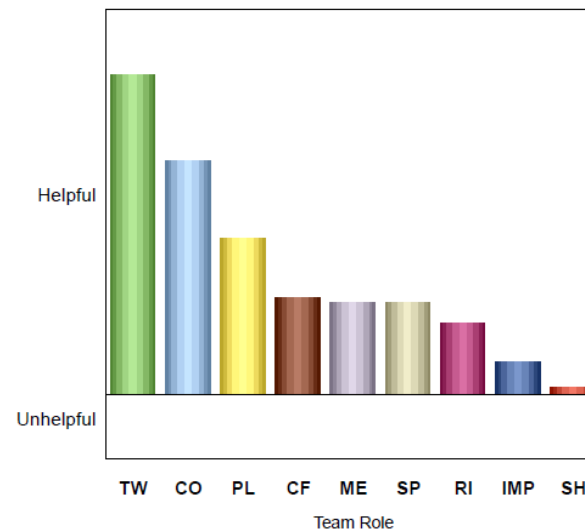
On this specification a thrusting and personally ambitious individual is likely to prove a misfit.



Mentor Job Expectation

This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.

This report is based on SR's Job Requirements Inventory



The essence of this job is the cultivation of good close personal relations with your associates, whilst at the same time keeping a close eye on the goals that have to be achieved. You will need to be flexible in the way you interpret your job so as to take account of the needs and interests of others.

The person most likely to succeed in this job is one who can motivate and control others without resorting to power trips. An interest in and appreciation of other people's work will play a key part if a real success is to be made of this job.





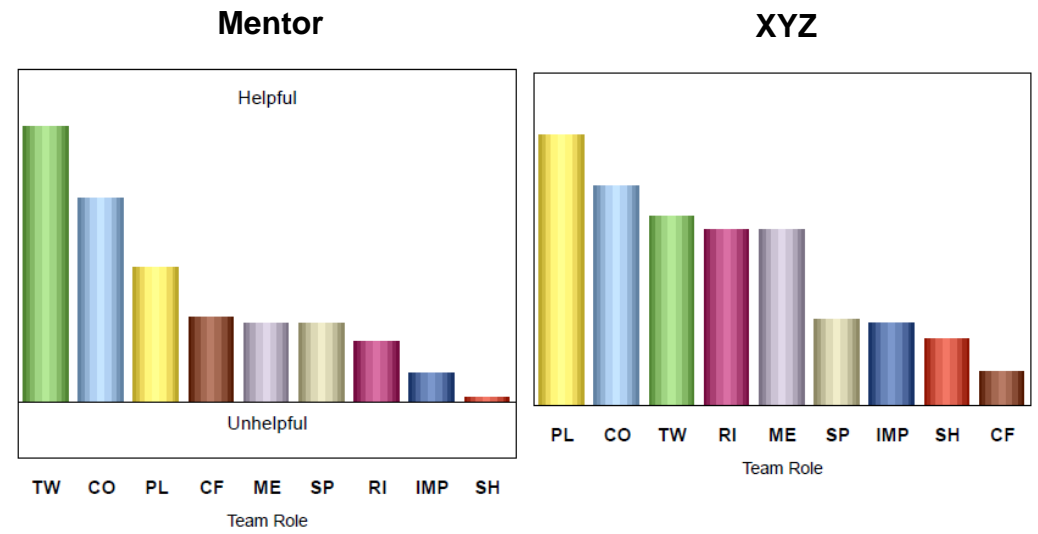
Belbin Job Comparison Reports



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Mentor Suitability for the Job

This report compares the Team Roles required for the job with a candidate's Team Role composition. It comments on overall suitability for the position, looking at both required behaviours and those which are seen to detract from the job.



XYZ shows a creative disposition and has the right profile for initiating new developments and making original contributions.

He appears to be sufficiently supportive and communicative to be acceptable.

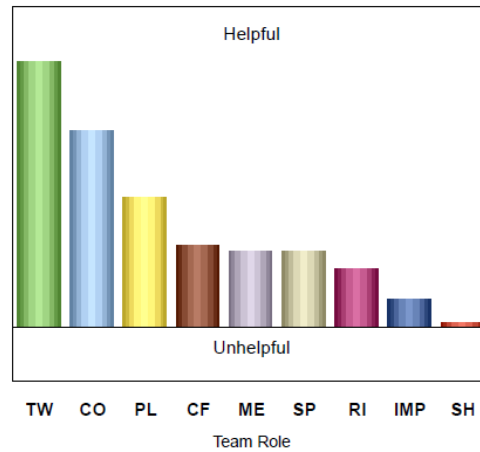
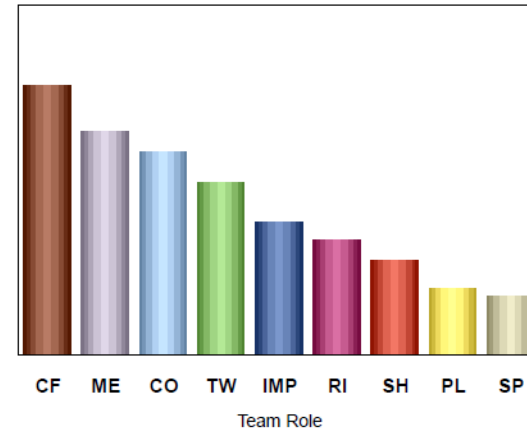
He has a fair amount of aptitude for liaison work and a readiness to work with others to achieve group objectives.



Mentor

Suitability for the Job

This report compares the Team Roles required for the job with a candidate's Team Role composition. It comments on overall suitability for the position, looking at both required behaviours and those which are seen to detract from the job.

Mentor**ABC**

ABC appears to be sufficiently supportive and communicative to be acceptable.

He has a fair amount of aptitude for liaison work and a readiness to work with others to achieve group objectives.

He may not have the required creative talent to make much impact in this area unassisted.

This report is based on fewer than four Observer Assessments and therefore should be treated with caution.



The client saw it as a very unique scientific approach and accepted our solution !



We carried out the Development Project spread over 6 months with Classroom Sessions and Individual Handholding Sessions !



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THE TWO PHASE 2 DAYS EACH CLASSROOM

PHASE 1 MENTORING

MENTORING WHAT DOES IT MEAN AND INVOLVE

- Mentors must be chosen
- Mentors must be selfless
- Mentors must liberate

10 REASONS WHY LEADERS SHOULD MENTOR OTHERS

- Leads to positive business outcomes
- Creates feelings of personal fulfilment
- Encourages continuous learning
- Establishes strong relationships
- Improves job proficiency
- Increase professional credibility
- Builds own people skills
- Develops self awareness
- Boosts coaching skills
- Produces better leaders

LEADERS VS. MENTORS

Formal	vs.	Informal
Group		Individual
Development		Advocacy
Instructions		Guidance
Authority		Confidante
Answers		Questions

UNDERSTANDING ONESELF - BELBIN TEAM ROLE PROFILING - TRANSFORMING THE PERFORMANCE OF PEOPLE

- People and Performance
- Belbin Team Roles
 - What is a team role
 - The 3 groups of team roles
 - The task or action related team roles
 - The team or social related team roles
 - The thinking of individual related team roles
- What do Belbin assessments measure
- Belbin measures behaviour
- What underlies individual team role behaviour
- Allowable weakness and Non-allowable weaknesses
- The Research of Dr. Meredith Belbin
- How do we handle the different preferences
- Working with others
- Communicating with others
- Team role alignment exercise

BELBIN TEAM ROLES

- Working with dis-similar
- 7 guidelines of interpersonal effectiveness

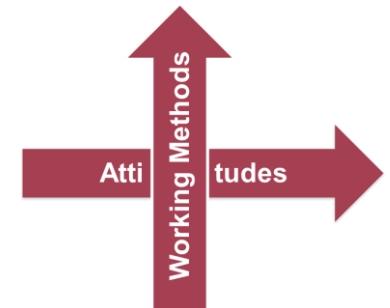
LET US MEET SOME MENTEES

THE ESSENTIAL MENTORING SKILLS



TIME TO RENEW AND GET READY

- The Two Coordinate Method



GETTING READY - ACTION PLAN



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Mentoring Handbook

Mentoring Conversations Begin

Individual Support provided as needed

Mentoring is Progressing...



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THE TWO PHASE 2 DAYS EACH CLASSROOM

PHASE 2 Taking Mentoring to the Next Level

HOW HAVE WE PROGRESSED

- Individual Progress Presentations

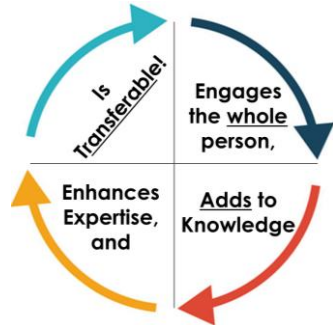
A QUICK RECAP OF PHASE 1

MENTOR A DIFFERENT LOOK

- What is a Mentor ?

PEOPLE LEARN DIFFERENTLY

- Learning is the making of meaning



- Learning - Some basic Guidelines
- Learning vs. Teaching
- **All are LEARNABLE ! Some are NOT TEACHABLE !!**
- Learning - The Concept - An Overview
- **The 4 Learner Types**
 - Type One - Imaginative Learners
 - Type Two - Analytic Learners
 - Type Three - Common Sense Learners
 - Type Four - Dynamic Learners
 - Identify the Learner Type
 - The RIGHT and LEFT Brain Approaches

FOUR PILLARS OF MENTORING PRACTICE

- Intentional
- Inclusive
- Relational
- Holistic

MENTORING MOMENTS

WELL KNOWN MENTORING RELATIONSHIPS

- What kind of a Mentor one can be ?
 - The Cheer Leader
 - The Companion
 - The Search Engine
 - The Advocate
 - The Master

THE DEVELOPMENT STAGES OF THE MENTORING RELATIONSHIP

TYPES OF MENTORING

- ONE-ON-ONE Mentoring
- PEER Mentoring
- GROUP Mentoring
- REVERSE Mentoring
- FLASH Mentoring
- TEAM Mentoring
- VIRTUAL Mentoring

ORGANISATIONAL MENTORSHIP PLAYBOOK

- 6 Building Blocks of a Good Mentorship Playbook
- The Mentoring Skills Model

YOUR ROLE AS A MENTOR AND YOUR WORKING STYLES - BACK TO BELBIN

- 25 Ways to be a GREAT MENTOR

GETTING READY FURTHER FOR THE JOURNEY | ACTION PLAN



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THE IMPACT FOR THE CLIENT

The Mentor and Mentee understood each other and the Relationship established a Meaningful Engagement

The focus on the Strengths became Sharper

Mentoring Conversations were more Focussed and Value Adding

The Suitability of the Mentors rendered the Mentoring Process to be more Effective



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**Another Business Unit of same
Company has started a similar
Project afresh, with a fresh set of
MENTORS TO BE DEVELOPED !**



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THE REPORTS

For the Second Business Unit



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Mentor

Belbin Job Report

Specified by: RS
Job Requirements completion date: 9th January 2024



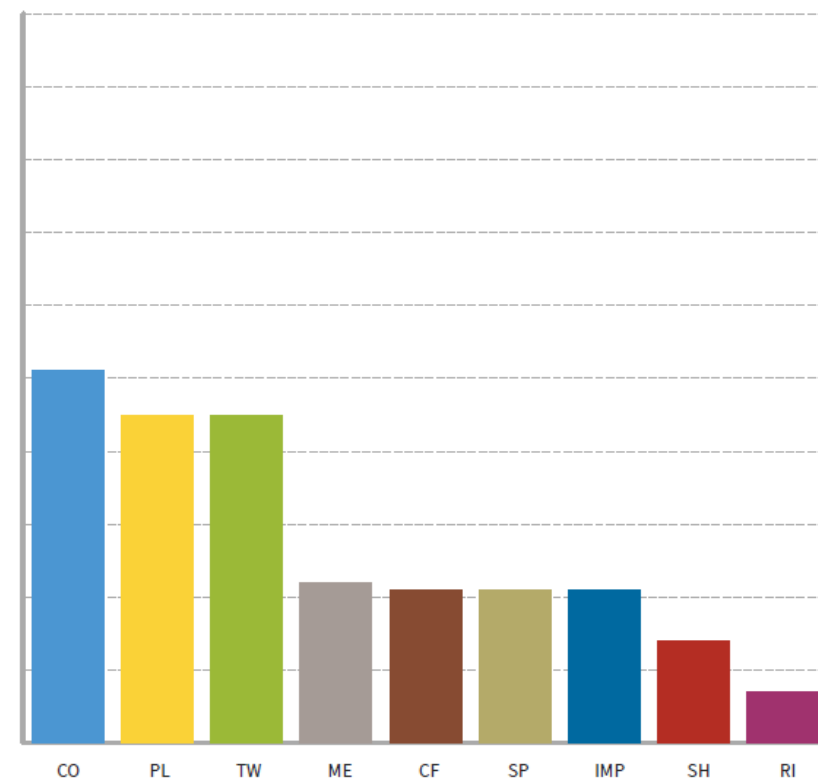
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Mentor as specified by RS

The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to engage with, and contribute to, group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied with the outcomes and conclusion. The job also demands someone who has the ability to originate new ideas, solve difficult problems, and open up new fields for advance. On this specification, the person required is likely to be a creative problem-solver, with a preference for formulating new operating rules. Such a person will not work well if the structure is too tight and constrained. The work entails a fair degree of teamwork with a general emphasis on co-operative behaviour. This role requires someone who operates at the centre of the team in a consultative capacity, rather than someone who is focused on generating leads from outside.

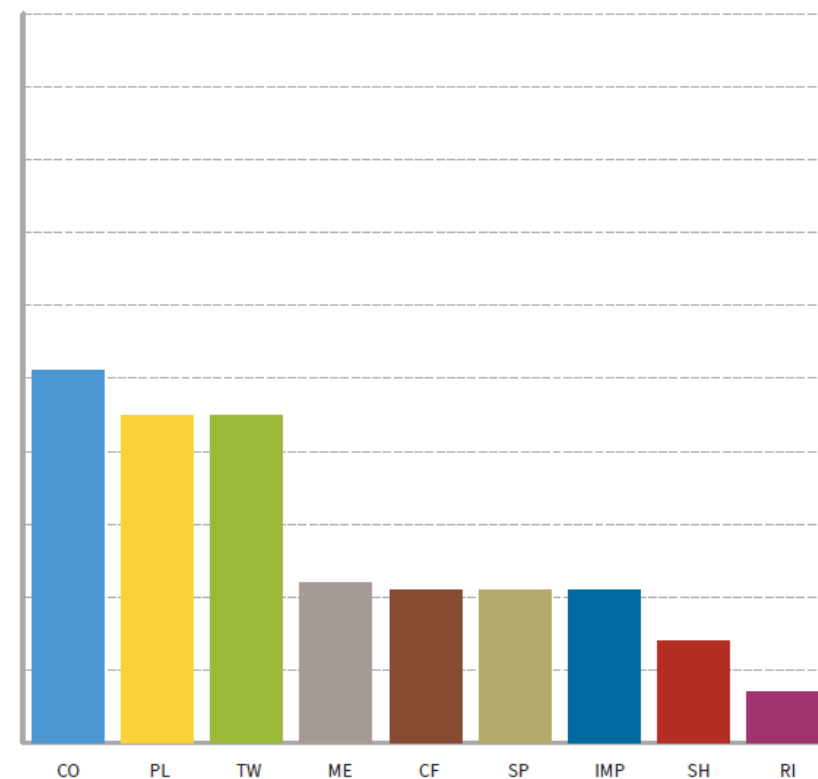


Mentor as specified by RS

The person appointed to this job will need to be successful in developing and communicating a vision to the team, both in terms of ideas and contributions. Others will need to be consulted and persuaded of the merits of an idea if morale is to be maintained and people are to feel involved and committed.

The major requirement in this job is the ability to treat people with discretion and consideration. Diplomacy and politeness will be valued assets. At times it may be necessary to resist reacting to provocation if you want to be effective and appreciated in the long run.

• This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.



RI Resource Investigator **TW** Teamworker **CO** Co-ordinator **PL** Plant **ME** Monitor Evaluator **SP** Specialist **SH** Shaper **IMP** Implementer **CF** Completer Finisher



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Mentor

Belbin Job Comparison Reports

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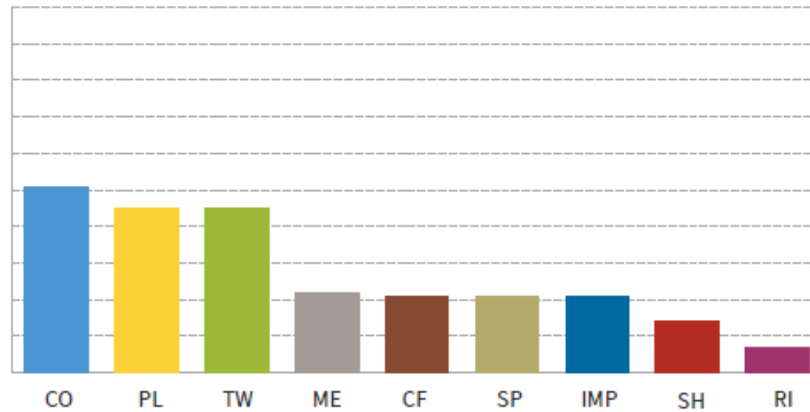
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Suitability for the job - Mentor as specified by RS

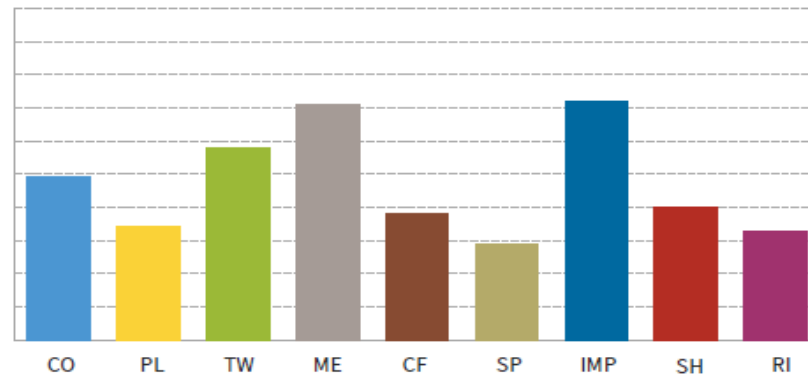
Mentor



In comparison with the job of Mentor, ABC:

- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- appears to be sufficiently supportive and communicative to succeed in the role.
- may not have the visionary qualities required to make an impact in this area.

ABC

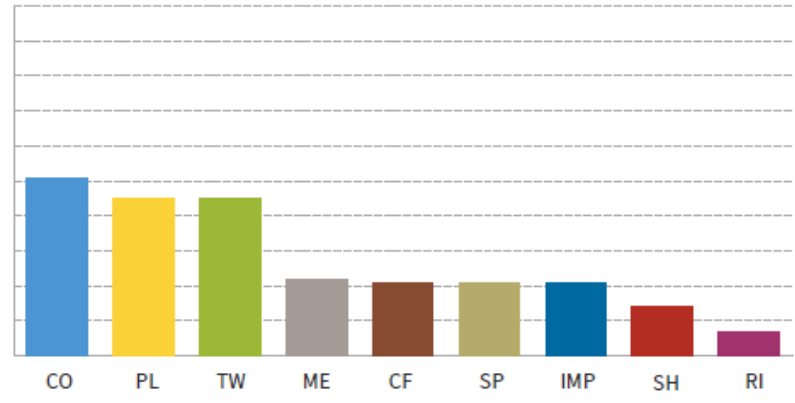


RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Suitability for the job - Mentor as specified by RS

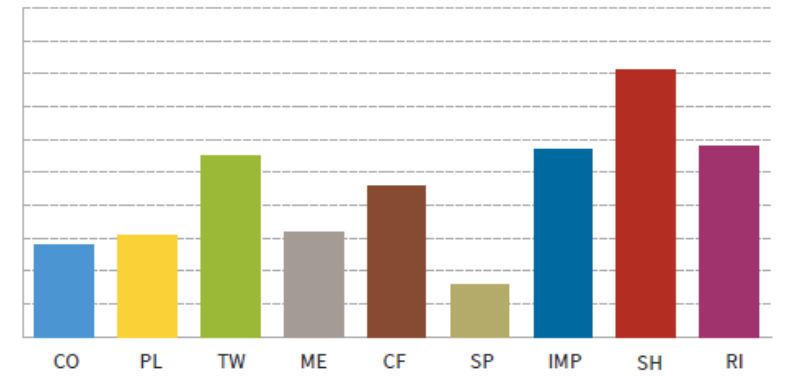
Mentor



In comparison with the job of Mentor, XYZ:

- appears to be sufficiently supportive and communicative to succeed in the role.
- may lack the interest in organising or managing others needed to be really effective in this job.
- may not have the visionary qualities required to make an impact in this area.

XYZ



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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OUR LEARNING

(4)

It provides a Scientific and Practical basis for Convincing a Client

(1)

Team Roles as a Concept and Tool has Myriad Applications

(3)

It can be a Solid Anchor on which Solutions can be Built

(2)

It can be a Differentiator in many Solutions involving People and Performance



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GRATEFUL TO THE CLIENT FOR THE OPPORTUNITY !



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THANK YOU !

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A CASE STUDY by

 **CERT INDIA**
The BELBIN Expert



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