

# The Five Behaviors<sup>®</sup> Model



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# The 5 Behaviors of a Cohesive Team



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# BUILDING TRUST



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## TRUST

# Overview

## 2 Essential Components for Establishing Trust

1

Willingness to be open with each other. Have the courage to be **vulnerable**. Confidence exists among team members that their peers' intentions are good, and that there is no reason to be protective or careful around the team.

2

**Teams need a tool that enables them to discuss behaviors...**

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## TRUST

Lencioni claims teams unable to be “vulnerable” with one another encounter problems, are unwilling to admit mistakes, acknowledge weaknesses, or ask for help.

### How using Belbin helps:

- ☞ **Opening up can be tough.** Identifying and communicating Belbin Roles encourages sharing of preferences and discussing shortcomings within a protective and positive framework
- ☞ **With Belbin “weakness” is not a dirty word!** It’s the flipside of a Team Role strength and can be mitigated by other team members
- ☞ **Belbin helps clarify** why certain individuals respond to failure as they do



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Victoria Brown, Belbin UK, “Belbin and Lencioni Model” article:  
[belbin.com/resources/articles-directory/belbin-and-the-lencioni-model](http://belbin.com/resources/articles-directory/belbin-and-the-lencioni-model)

TRUST

# BELBIN® Team Roles



## PLANT

A Plant contributor makes a significant investment of time and energy into new ideas. There's reluctance to continue providing input when this is dismissed or devalued.



## MONITOR EVALUATOR

Values good decision making. They trust people who respect logic and can explain actions clearly. Prove you can be relied on and avoid emotional appeals and behavior that might seem erratic.



## SPECIALIST

It is important they be recognized for their expertise. Challenging their knowledge or discounting it as unimportant is not a good approach. They trust people who value their commitment and depth of knowledge.

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TRUST

# BELBIN® Team Roles



## SHAPERS

Prioritize outcomes/results – intentions mean nothing to them. They respect competency and confidence. Ultimately do what you say you will do!



## IMPLEMENTER

Don't change the goalpost for them. They trust people who are clear, concise and not "flakey."



## COMPLETER FINISHER

An anxious Completer Finisher who has let a mistake slip through the net is likely to be punishing themselves rather than sharing the failure with the team. If doing work for a CF, at the very least, "spellcheck" and proof your work; they **MUST** trust your effort to get it right, before they delegate to you.

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## TRUST

# BELBIN® Team Roles



### COORDINATOR

Make sure they are aware of what's going on in the team. If they feel you've gone "rogue," or behind their back, trust is tough to rebuild.



### TEAMWORKER

Wants harmony. They are reluctant to trust people who don't show empathy and compassion. Be sincere and patient; show you have the team's best interest at heart. Avoid behavior that seems aggressive or critical.



### RESOURCE INVESTIGATOR

Wants to feel heard. If you genuinely listen to them, they will trust you. Make special effort to keep them in the loop and include them and avoid behavior that seems judgmental or dismissive.

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## TRUST

# Team Role Spotlight

- For building Trust, the Teamworker and Coordinator contributions are especially helpful by fostering collaboration, empathy and communication.
- Their ability to understand and support others helps build trust.



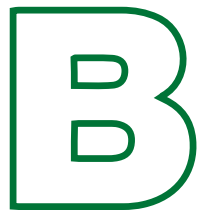
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# MASTERING CONFLICT



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## CONFLICT

# Overview

When there is trust, team members are able to engage in unfiltered, constructive debate

Healthy conflict focuses on concepts and ideas to produce the best possible solution



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## CONFLICT

# Healthy & Unhealthy Conflict\*

	HEALTHY	UNHEALTHY
 <b>PL</b>	<ul style="list-style-type: none"><li>• Willing to share ideas and hear others</li></ul>	<ul style="list-style-type: none"><li>• Defensive/overly protective of own ideas.</li><li>• Dismissive of others</li></ul>
 <b>ME</b>	<ul style="list-style-type: none"><li>• Focuses on logic &amp; objectivity</li></ul>	<ul style="list-style-type: none"><li>• Overpowers with logic &amp; facts</li><li>• Avoids emotional situation</li></ul>
 <b>SP</b>	<ul style="list-style-type: none"><li>• Provide expertise they've learned for the situation</li></ul>	<ul style="list-style-type: none"><li>• Become defensive when challenged.</li><li>• Might remove themselves &amp; avoid it</li></ul>

\*Some content based on "Everything DiSC" Healthy/Unhealthy behaviors.

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## CONFLICT

# Healthy & Unhealthy Conflict\*

	HEALTHY	UNHEALTHY
 <b>SH</b>	<ul style="list-style-type: none"><li>• Speaks up about problems head on</li></ul>	<ul style="list-style-type: none"><li>• Looks to even the score</li><li>• Overpowers/gets aggressive</li></ul>
 <b>IMP</b>	<ul style="list-style-type: none"><li>• Offer practical ways to address it</li></ul>	<ul style="list-style-type: none"><li>• Being rigid not willing to change</li></ul>
 <b>CF</b>	<ul style="list-style-type: none"><li>• Point out what is missing or overlooked</li></ul>	<ul style="list-style-type: none"><li>• Excessively in the details and weeds</li><li>• Not allow others to have input</li></ul>

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## CONFLICT

# Healthy & Unhealthy Conflict\*

	HEALTHY	UNHEALTHY
 <b>CO</b>	<ul style="list-style-type: none"><li>• Enables all voices to have equal airtime</li><li>• Helps clarify what the conflict is about</li></ul>	<ul style="list-style-type: none"><li>• Will make decisions on behalf of the team</li><li>• Manipulates to get their way</li></ul>
 <b>TW</b>	<ul style="list-style-type: none"><li>• Listens to others' perspectives</li></ul>	<ul style="list-style-type: none"><li>• Doesn't speak to own needs</li><li>• Caves in to avoid tension</li></ul>
 <b>RI</b>	<ul style="list-style-type: none"><li>• Expresses Feelings/Issues</li></ul>	<ul style="list-style-type: none"><li>• Becomes overly dramatic/gossip</li><li>• Dwells on wounded relationships</li></ul>

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## CONFLICT

# Team Role Spotlight

Shaper and Monitor Evaluator contributors help with constructive conflict within a team.

Shapers challenge ideas and stimulate debate, while Monitor Evaluators provide a critical perspective that can lead to better decision-making through healthy conflict.



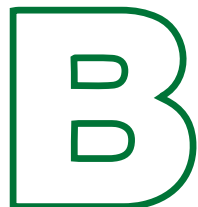
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# ACHIEVING COMMITMENT



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## COMMITMENT

# Overview

When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions

It's not necessary to achieve consensus, but clarity and buy-in are key to commitment



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## COMMITMENT

# BELBIN® Team Roles



### PLANT

May challenge decisions that have not adequately considered all possibilities or are too conventional.



### MONITOR EVALUATOR

Commit when believe decisions are well-thought out and logical. May question decisions lacking sufficient evidence and evaluation.



### SPECIALIST

Commit when able to leverage their knowledge and skills which are valued and utilized effectively. May question decisions that don't adequately consider specialized insights or requirements.

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## COMMITMENT

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### SHAPERS

Commit to decisions involving overcoming obstacles or pushing boundaries. May challenge decisions perceived as hesitant or overly cautious.



### IMPLEMENTER

Commit to decisions/plans feasible and aligned with established processes or that can be implemented efficiently. May challenge those perceived as impractical or not well-planned.



### COMPLETER FINISHER

Commit when quality and time to achieve it is considered. May resist when feel important details are overlooked and could lead to errors.

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## COMMITMENT

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# Team Roles



### COORDINATOR

Commit to decisions/plans aligned with achieving team objectives and goals efficiently. May be hesitant if not clear on overall vision and strong reluctance of many team members.



### TEAMWORKER

Commit to decisions that promote team cohesion and positive relationships. May resist if it could disrupt team dynamics or cause interpersonal conflict.



### RESOURCE INVESTIGATOR

Commit to decisions/plans that enable their ability to explore opportunities/connections. May be prone to struggle with commitment if there's a new opportunity.

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## COMMITMENT

# Team Role Spotlight

Implementers and Completer Finishers focus on getting work done.

They help teams achieve commitment by ensuring tasks are completed, deadlines are met, and nothing slips through the cracks.



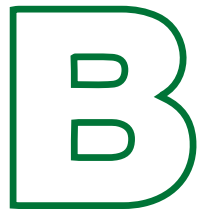
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# EMBRACING ACCOUNTABILITY



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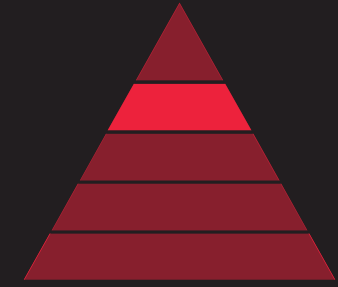
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## ACCOUNTABILITY

# Overview

When everyone is committed to a clear plan of action, they are better able to hold one another accountable

Team members must be willing to call one another on a behavior or performance that isn't up to agreed-on standards or that hurts the team



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## ACCOUNTABILITY

# BELBIN® Team Roles



### PLANT

Encourage creativity that is practical and can be integrated into the team's plan. Provide constructive feedback on relevance and feasibility of contributions.



### MONITOR EVALUATOR

Hold them accountable for providing unbiased assessments. Make sure they are providing well-founded advice and insights that are contributing to better decision-making.



### SPECIALIST

Hold them accountable for providing their knowledge and skills, making sure it is continuously updated to meet the team's needs. Evaluate how their expertise contributes to solving team challenges.

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## ACCOUNTABILITY

# BELBIN® Team Roles



### SHAPERS

Hold them accountable for pushing the team toward goals and deadlines. Make sure they are challenging ideas and processes constructively. Consider the impact of their drive on the team outcomes.



### IMPLEMENTER

Make sure plans are being turned into action and work product. Ensure they are focused on delivering results on time and within budget. Support them to adjust plans as needed to achieve outcomes without compromising schedule or quality.



### COMPLETER FINISHER

Hold them accountable for ensuring accuracy and perfection in tasks. Make sure they are managing time effectively to meet agreed team deadlines. Monitor completeness and thoroughness of their work.

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## ACCOUNTABILITY

# BELBIN® Team Roles



### COORDINATOR

Ensure they are facilitating team communication and goal alignment. Hold them responsible for making sure decisions are made efficiently. Check if they are managing conflicts and keeping team morale high.



### TEAMWORKER

Ensure they are fostering team cohesion and cooperation. Hold them responsible for supporting team members and maintaining team harmony. Evaluate their efforts at making everyone feel valued and included.



### RESOURCE INVESTIGATOR

Monitor their external interactions and networking efforts. Ensure they are bringing valuable external insights and resources to the team. Evaluate how their connections are benefitting the team's objectives.

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## ACCOUNTABILITY

# Team Role Spotlight

The Coordinator helps with holding team members responsible for specific tasks or goals.

A Specialist may take responsibility of a particular aspect of a project, both promoting individual accountability within the team.



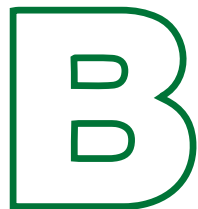
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# FOCUSING ON RESULTS



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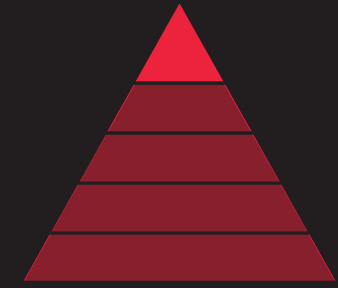
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## RESULTS

# Accountability to Results

What are key differences between teams that avoid or embrace accountability?

How does accountability affect team results?



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## RESULTS

# Accountability to Results

### A Team that AVOIDS Accountability

Creates resentment among team members who have different standards of performance

Encourages mediocrity

Misses deadlines and key deliverables

Places an undue burden on the team leader as the sole source of discipline

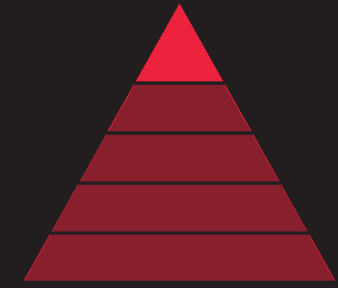
### A Team that EMBRACES Accountability

Ensures that poor performers feel pressure to improve

Identifies potential problems quickly by questioning one another's approaches without hesitation

Establishes respect among team members who are held to the same high standards

Avoids excessive bureaucracy around performance management and corrective action



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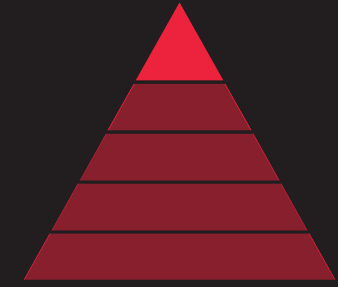
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## RESULTS

# Ultimate Goal

The ultimate goal of building greater trust, healthy conflict, commitment, and accountability is the achievement of results.

Team members need to make collective results their top priority.



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## RESULTS

# The Belbin Connection

Each Team Role contributes toward achieving results in different ways.

It shows up uniquely for each Team Role.



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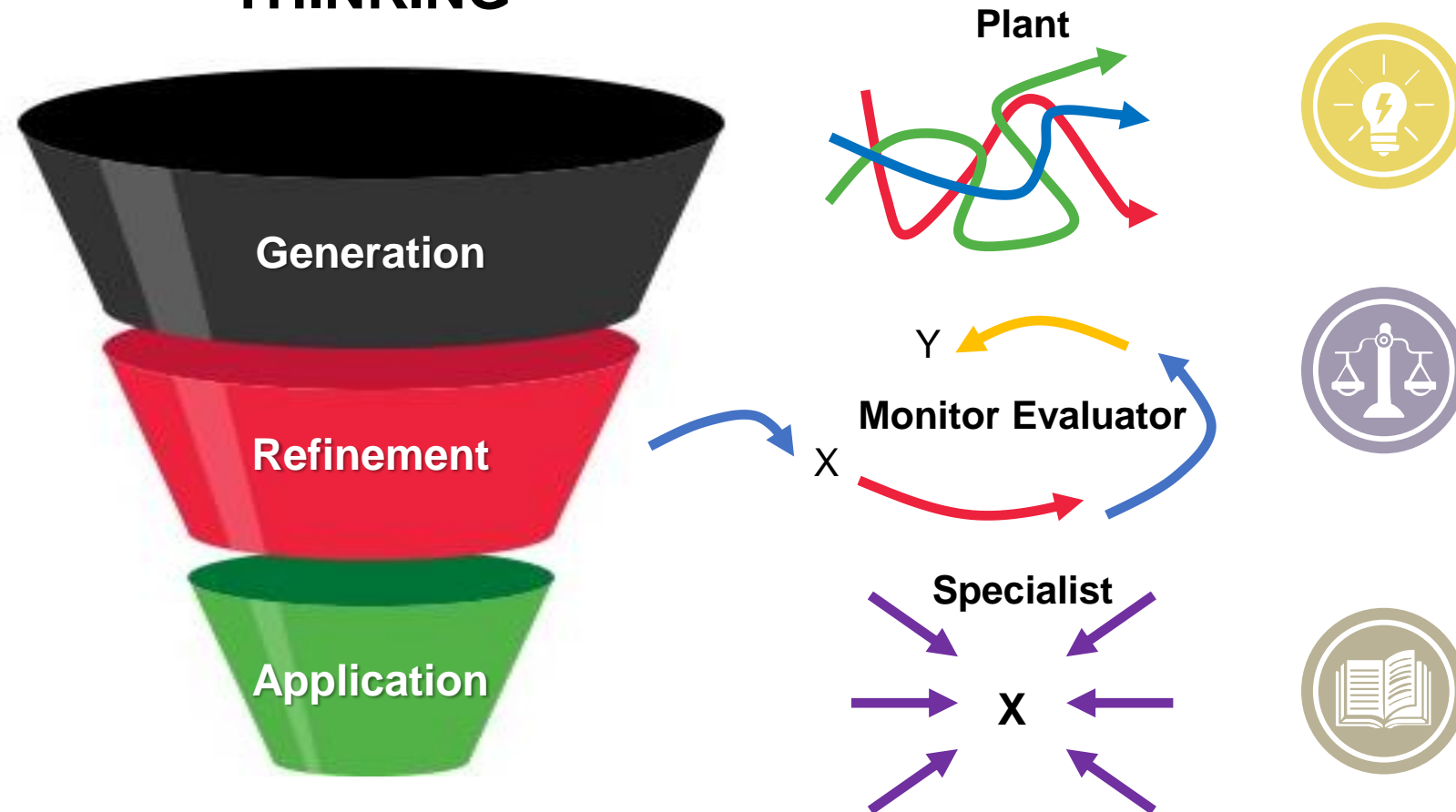
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## RESULTS

# Generation, Refinement, Application

## THINKING



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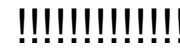
# RESULTS

## Drive, Structure and Polish

### ACTION



Shaper



Implementer



Completer Finisher



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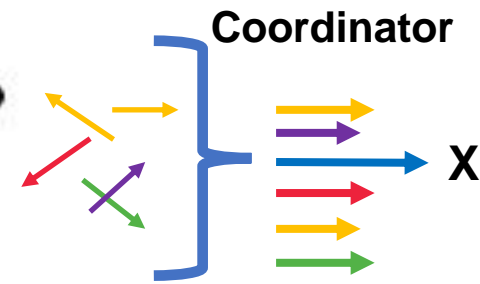
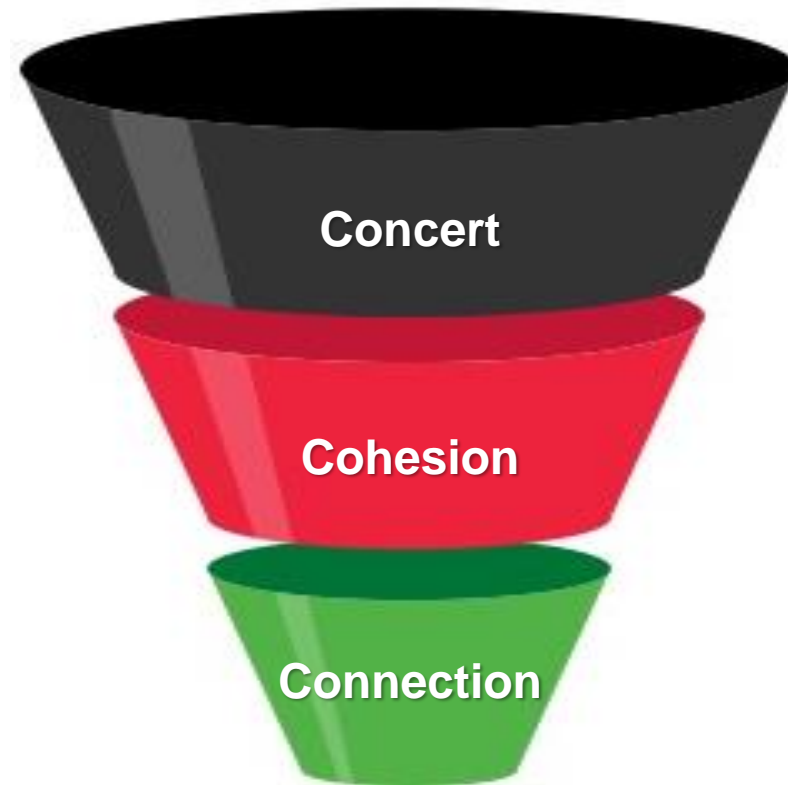
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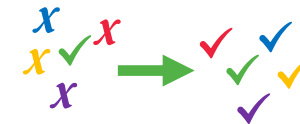
# RESULTS

# Concert, Cohesion, Connection

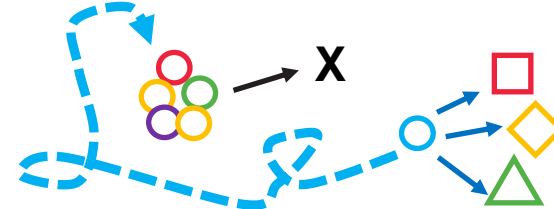
## PEOPLE



### Teamworker



### Resource Investigator



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## RESULTS

# Team Role Spotlight

The results-oriented Shaper contribution pushes for outcomes and drives the team toward achieving its objectives.



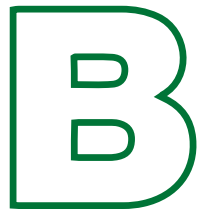
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## RESULTS

# Common Distractions



**Lack of drive  
and urgency**  
(Lack of **SH** contribution)



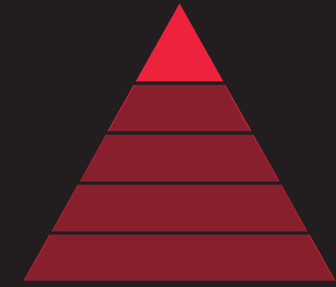
**Insufficient/ineffective  
processes and structure**  
(Lack of **IMP** contribution)



**Vague or  
shifting goals**  
(Lack of **CO** contribution)



**More emphasis on personal  
goals than team goals**  
(Lack of balanced team)



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