CASE STUDY: Using Belbin with a Prime Contractor on a Major US DOE Site

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BELBIN®
International
Team Conference
Cambridge 2024

CHRIS BURROWS CONSULTING

CBC

Father & Son business with a combined 60 years of senior management experience

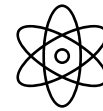Specialised in improving team & individual performance with a key focus on interpersonal skills

Belbin-accredited since February 2023

Over 90% of our clients are major contractors to the US Department of Energy (DOE)

Major contractor at the Hanford Site which covers 600 square miles in Eastern Washington

Hanford was a key part of the Manhattan Project & had a critical mission right through the Cold War

Priority now is to clean-up the legacy nuclear waste to protect the public and environment
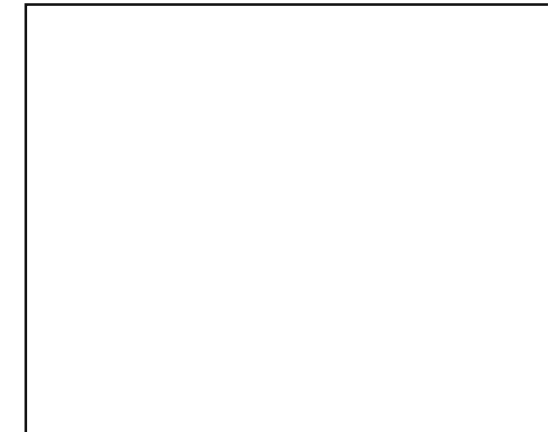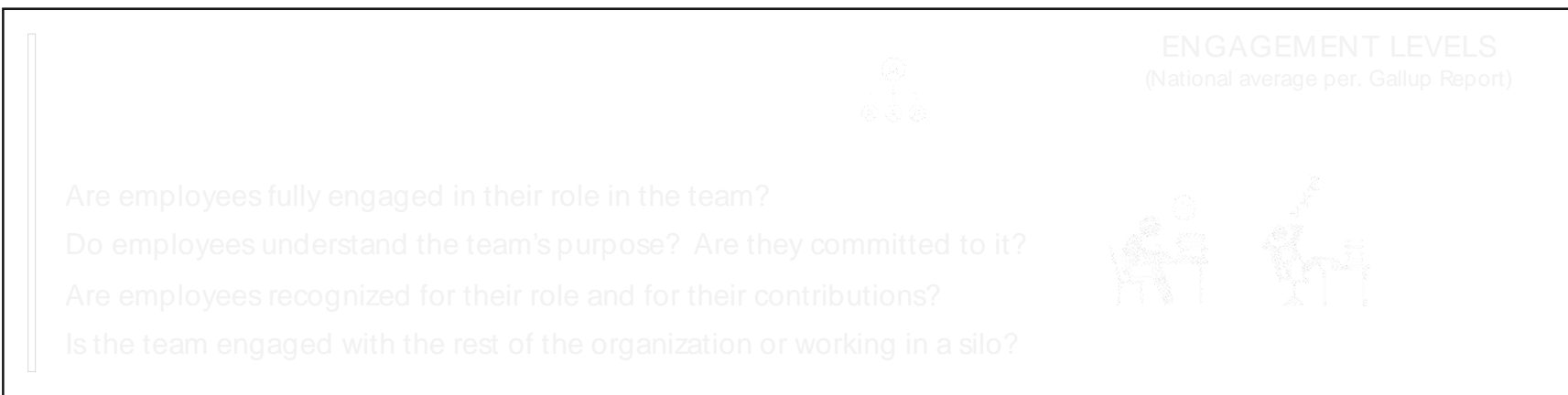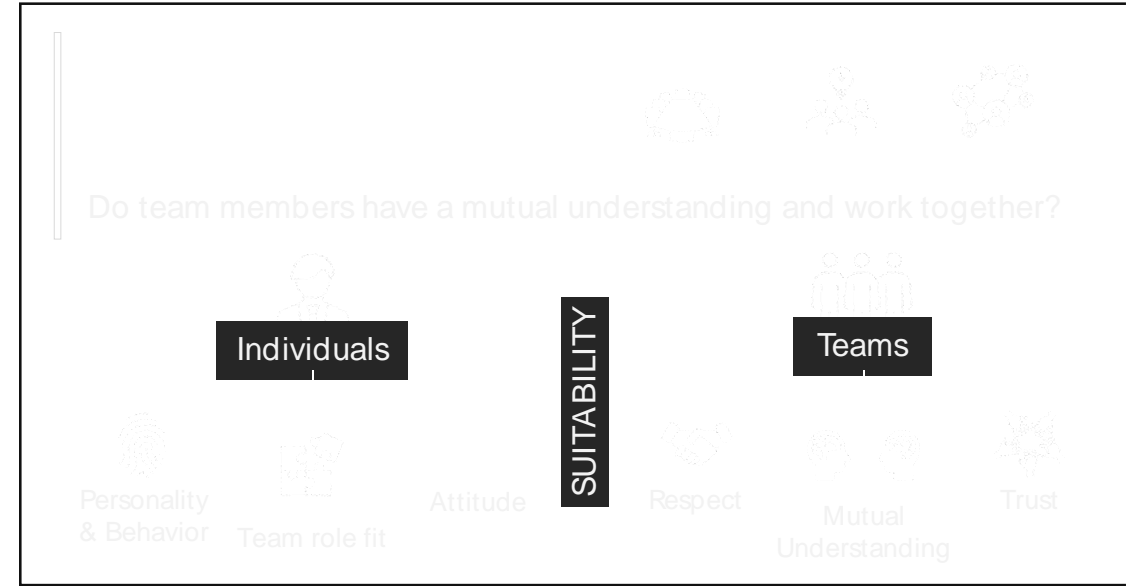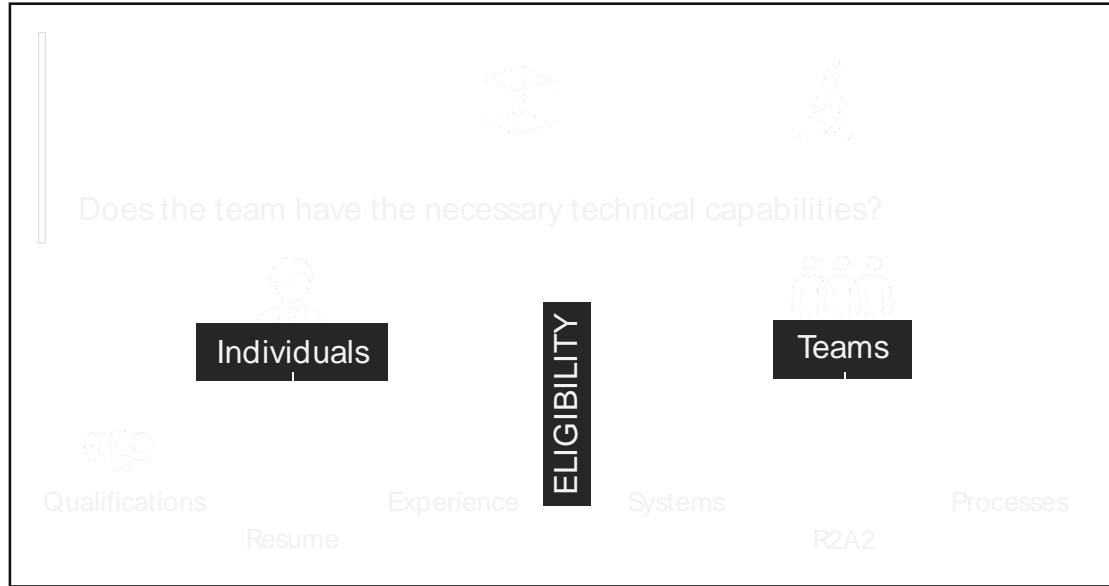
Our client manages and treats 56 Mgals of radioactive and chemical waste in 177 aging underground tanks

Client has a workforce of ~3,000, has an annual budget of $900M

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ELIGIBILITY

Does the team have the necessary technical capabilities?

Individuals

Teams

Qualifications
Resume

Experience

Systems

Processes
R2A2

SUITABILITY

Do team members have a mutual understanding and work together?

Individuals

Teams

Personality
& Behavior
Team role fit

Attitude

Respect
Mutual
Understanding

Trust

ENGAGEMENT LEVELS
(National average per. Gallup Report)

Are employees fully engaged in their role in the team?

Do employees understand the team's purpose? Are they committed to it?

Are employees recognized for their role and for their contributions?

Is the team engaged with the rest of the organization or working in a silo?

OUR APPROACH & PROCESS

👑	Interview with team leader to establish team parameters	1 hour
🖥	Belbin kick-off presentation with team	1 hour
🧍	Complete individual & observer questionnaires	30 mins individual, 5-10 minutes per observer
CBC	Develop **individual Belbin profiles** & interpret ready for feedback	
🧍	Carry out 1-1 individual feedback sessions	1 hour per individual
CBC	Develop **Belbin team report** & interpret ready for feedback	
🖥	Present Belbin team report to whole team	2 hours
👑	Follow-up session with team leader	1 hour
CBC	Ongoing follow-up as necessary	

Total Time Demands: 6 hours for team leader, 4 hours for each team member (spread over approx. 1 month)

CLEAR PURPOSE	CAREFUL SELECTION	DYNAMIC INTERACTION	SHARED LEADERDSHIP	TRUST	MUTUAL AWARENESS	SMALL NUMBERS
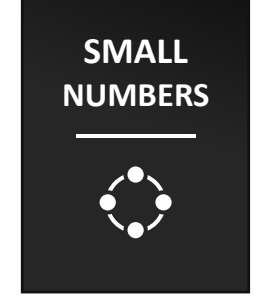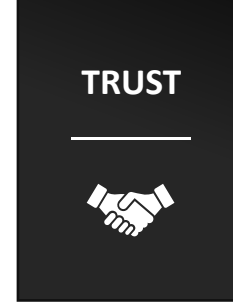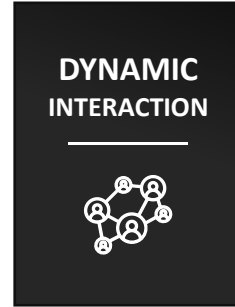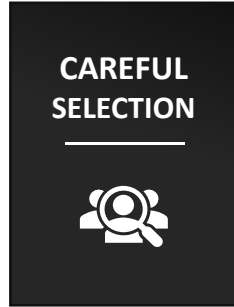
Need a couple of volunteers to develop the team purpose
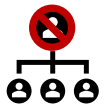
This cannot come from the team leader

Need to get the buy in of the whole team and present "Team Purpose" at team feedback session

Which of the high-performance team boxes are we hitting?

BELBIN TEAM MAP

1	2	3	4	5	6	7	8	ROLE	TOP 3	BOTTOM 2		
8	7	8	7	7	7	9	9	PL	0	4		THINKING
4	2	5	2	4	8	8	2	ME	3	2		5
5	6	2	6	8	3	4	5	SP	2	1		7
6	9	3	9	6	9	7	7	SH	1	3		ACTION
1	3	4	3	1	2	2	4	IMP	6	0		10
7	4	1	4	5	4	3	3	CF	3	0		3
3	5	9	5	3	6	5	1	CO	3	1		SOCIAL
2	1	6	1	2	1	1	6	TW	6	0		9
9	8	7	8	9	5	6	8	RI	0	5		6

Natural Behaviors, Top 3 Roles –

Least Preferred Behaviors, Bottom 2 -

Half or more in bottom in 2

Void - No behavior in top 3

Single Point Failure – Only 1 person in top 3

Surplus – Half or more have this in top 3

- We did our first Belbin reviews for this client in late 2022 and to date we have created a Belbin Behavioral data base containing 32 Teams, 316 Individuals and over 1,800 observer assessments
- We have completed Belbin reviews of teams across all management levels of the organization and across most disciplines
- We have run a Belbin model of all of the teams to date and taken a first cut at Organizational culture using the Belbin data base as the key input
- We have just started First Line Supervisor Workshops combining both Belbin and Employee Engagement

Some of the Disciplines Covered
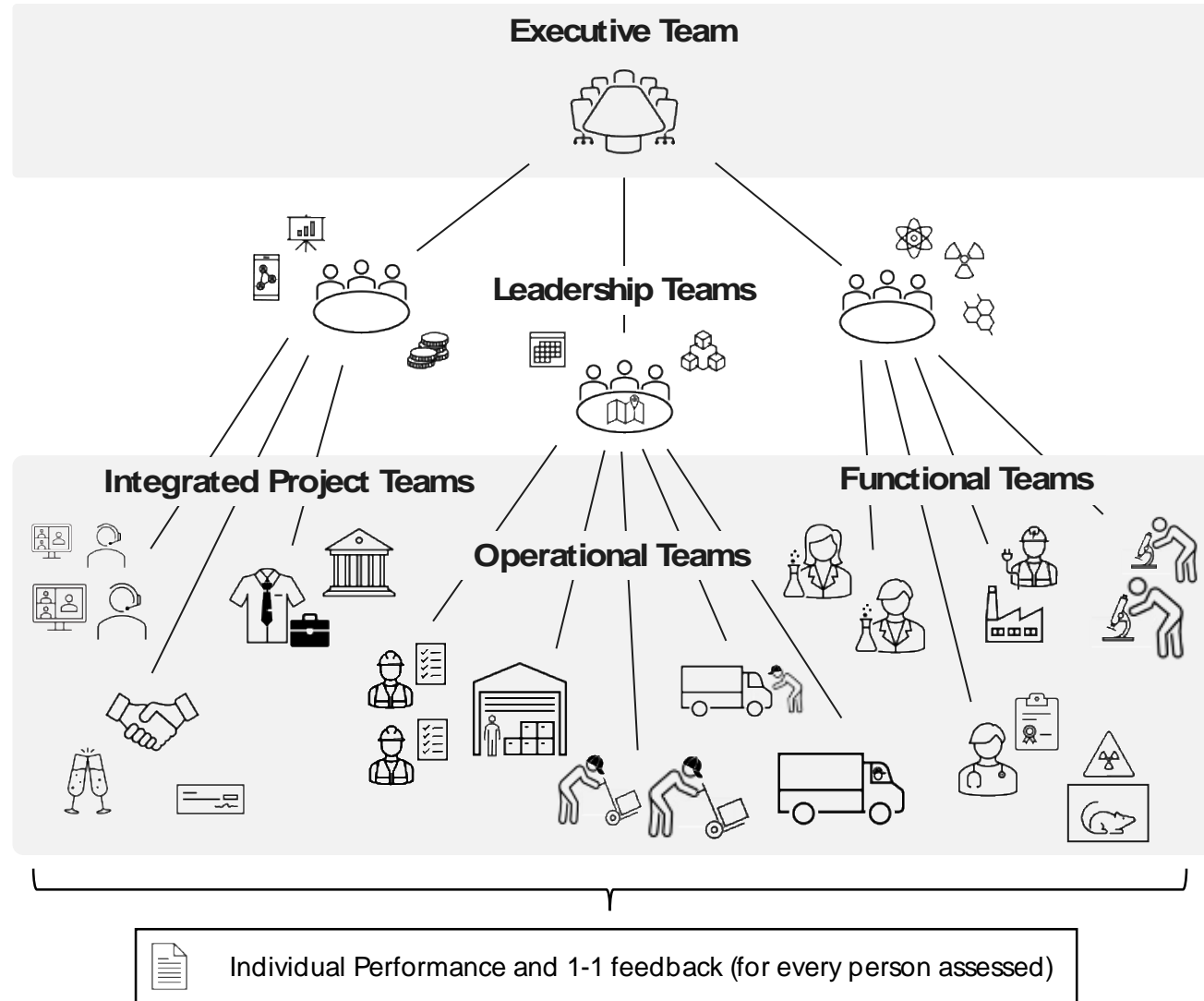
Operations Disciplines
- Operations
- Field Projects
- Engineering
- Maintenance
- ESH&QA
- CONOPS/HPI
- I P T's
- Industrial Safety
- CAS/PA
- Environmental Safety

Business Disciplines
- Executive
- Project Integration
- Strategic Planning
- Procurement
- Human Resources
- Training
- Procedures
- Finance & Accounts
- Risk Management
- Internal Audit

ORGANIZATIONAL & GROUP CULTURE

- Belbin database facilitates group analysis of specific parts of an organization, or of the whole organization

- 'Observer word searches' are key to cultural analysis of teams & organizations

- Comparative analysis can reveal the impact of specific groups & individuals on overall performance

- This analysis forms baselines for individuals, teams & entire organizations, which can be used to measure changes in performance over time

Executive Team

Leadership Teams

Integrated Project Teams

Operational Teams

Functional Teams

Individual Performance and 1-1 feedback (for every person assessed)

TRADITIONAL BELBIN APPROACH

- Individual Belbin Reports & Feedback
- Team Purpose Analysis
- Team Report & Analysis

Different Teams

- Executive Team
- Leadership Teams
- Operational Teams
- Functional Teams
- Integrated Project Teams

Additional Features

- Develop Belbin Database
- Look at relationships & opportunities for partnering
- Support career development & succession planning
- 'What if' analysis for advanced team planning

TYPICAL RESULTS:
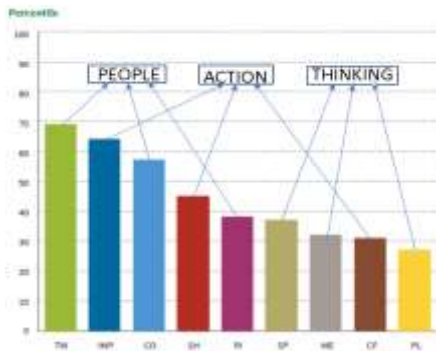TEAM ROLE AVERAGES ACROSS ORGANIZATIONS
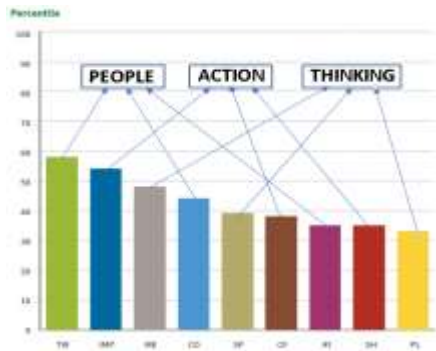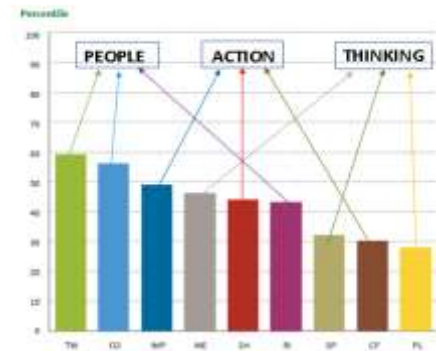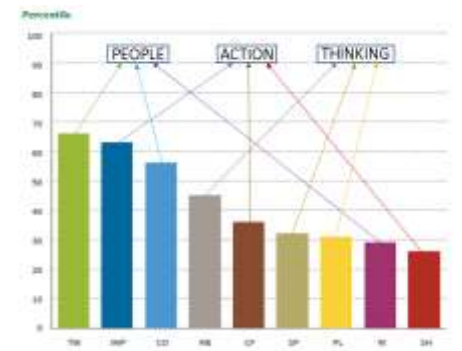
ANALYSIS OF RESULTS

The commonality of top and bottom behaviors, irrespective of team surprised us

In November 2023 we ran a Team Report for the whole organization, we were looking for the Organizational Culture

We also decided to analyze the working environment and see if this was driving behavior

This is a highly regulated environment with over 5,000 requirements where compliance is the major driver. It is a very safety conscious and risk averse place to work
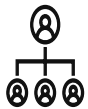
The same contractor has been running this job since 2008 with promotions primarily being internal
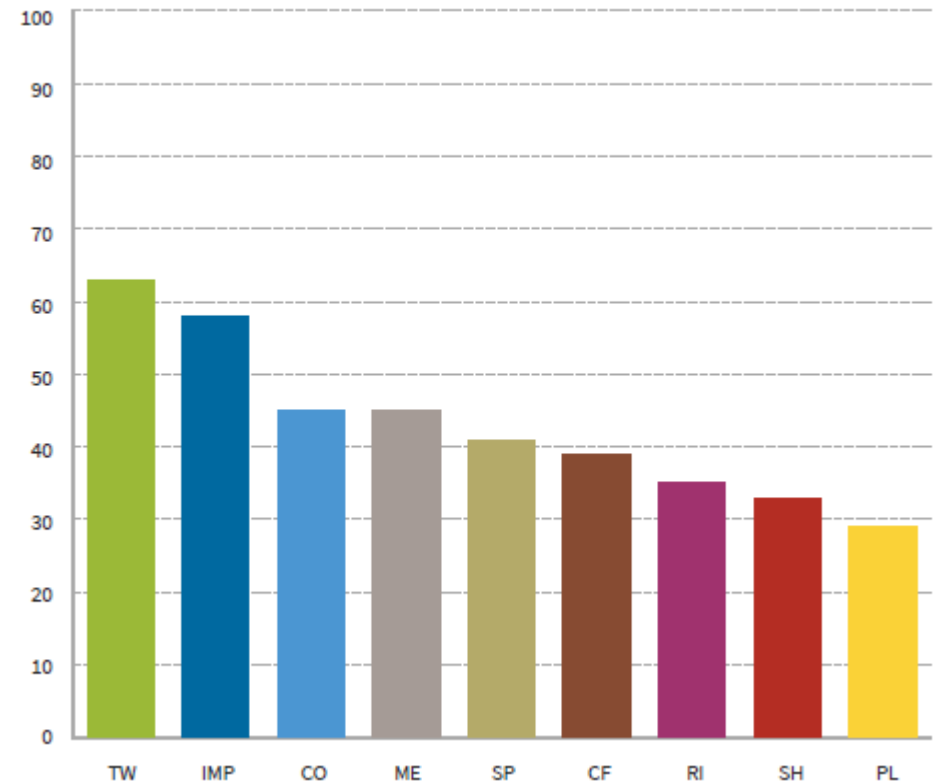
Our opinion, the work environment is definitely driving behaviors and the organizational culture

ORGANIZATION REPORT – Nov 2023

Based on 182 Self-Perceptions and 1049 Observer Assessments

Percentile bar chart with categories TW, IMP, CO, ME, SP, CF, RI, SH, PL (y-axis 0 to 100)

Based on 1049 Observer Assessments

This list comprises the words and phrases Observers ticked when completing group members' Observer Assessments, in descending order, with words for associated weaknesses shown in italics.

reliable	1,133	consultative	478	creative		230	*pushy*	* 123
helpful	1,080	corrects errors	475	*sceptical*	*	228	shrewd	104
conscious of priorities	787	outspoken	455	*territorial*	*	208	*uninvolved with specifics*	100
caring	745	outgoing	455	tough		208	*indecisive*	99
encouraging of others	689	inquisitive	427	*fearful of conflict*	*	200	*unadventurous*	98
diplomatic	669	keen to impart expertise	418	studious		199	*over-sensitive*	93
logical	651	methodical	401	enterprising		192	*inflexible*	91
practical	648	persevering	386	perfectionist		186	*procrastinating*	88
efficient	629	free-thinking	373	*engrossed in own area*	*	161	*restricted in outlook*	87
confident and relaxed	601	hard-driving	365	*reluctant to allocate work*	*	150	*absent-minded*	83
analytical	586	challenging	362	*impatient*	*	144	*impulsive*	77
disciplined	581	broad in outlook	358	*frightened of failure*	*	143	*fussy*	75
realistic	571	seizes opportunities	313	*over-talkative*	*	140	*inconsistent*	61
willing to adapt	562	motivated by learning	309	*resistant to change*	*	135	*unenthusiastic*	54
dedicated to subject	550	meticulous	302	*confrontational*	*	131	*eccentric*	54
perceptive	533	impartial	274	original		131	*manipulative*	47
self-reliant	528	competitive	260	imaginative		130	*oblivious*	35
accurate	524	persuasive	255	inventive		124	*over-delegating*	34

* Identifies Allowable Weaknesses

Now completed Belbin reviews for approximately 2/3 of management, down to level 3 managers

Results to date show that over 80% of the teams have TW/IMP as the top 2 behaviors and PL as the bottom

Building a comprehensive Behavioral Database across the organization

○ Belbin can be used to encourage partnering between internal organizations, using customers from outside the team as the primary observers

○ Investigating the use of Belbin to assess & improve organizational culture and safety culture

○ Just started rolling Belbin out to first line supervisors

○ Developing a 5 Behaviors module as a follow up to Belbin next phase
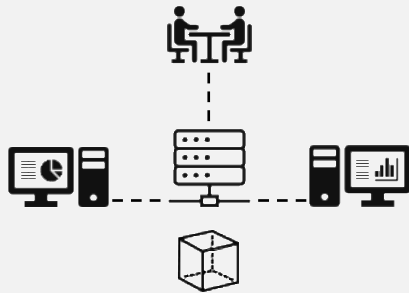
- Accurately informs 'what if?' analysis

- Data can be sliced vertically & horizontally

- Possible to analyse the whole organization

BELBIN UK

The exciting innovations in our pipeline are supported by Belbin's founders in the UK

Belbin's Worldwide Center for Excellence UK have expertise using Belbin to support Organizational culture, internal partnering and Belbin use with first-level supervision

○ Looking to expand this model to other clients

THANK YOU

If you have any questions,
please contact us:

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