

Belbin: the Key to Organisational Diagnosis

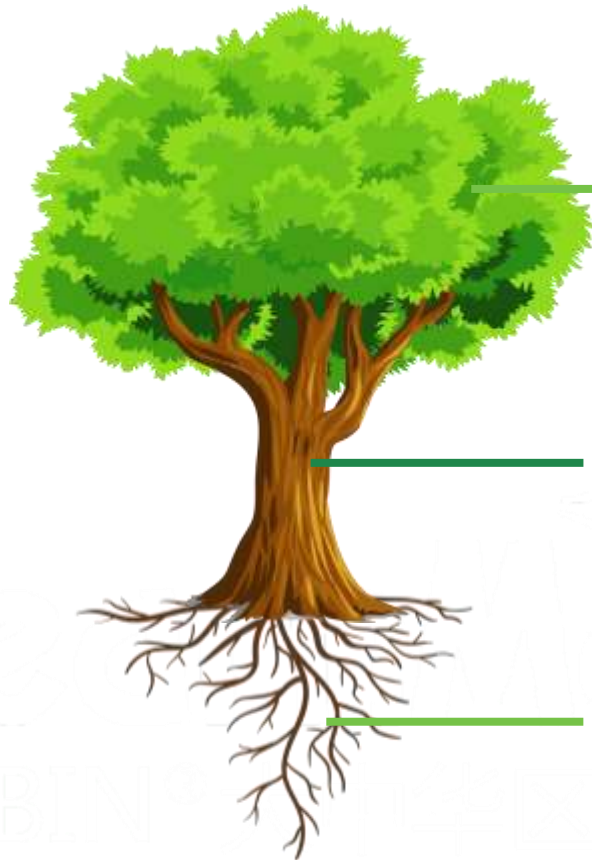
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BELBIN

International
Team Conference
Cambridge 2024



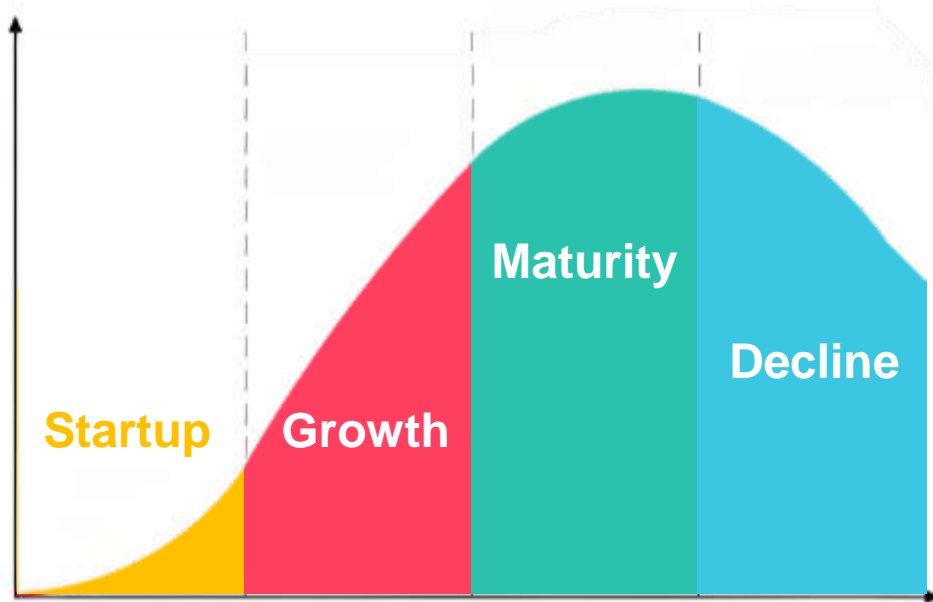
Confidence

Composition

Construction

Element	Reference	D Team
Team size		11
Diversity index	75%	89%
Divergent index	42%	47%
Vitality index	36%	13%

Organizational Effectiveness Challenges: Construction



Corporate Life Cycle

From Larry E.Greniner

① Startup Phase

Pick the right people first, then the team

Goals:

1. to achieve creative products;
2. determine the product market positioning.

Team roles:

1. PL+CF+ME (talented people)
2. CO+IMP ; IMP+ME

② Growth Phase

To control, marketing as the center

Goals:

1. Establish internal operation system
2. Open market order

Team roles:

1. SH+RI+ME
2. PL+CF,ME+IMP

③ Maturity Phase

Coordinate resources to operate efficiently

Goals:

Establish the same mechanism to effectively coordinate production, sales and research and development.

Team roles:

1. CO+IMP
2. SH+ME ; SH+RI ; ME+IMP

④ Decline Phase

Lean production sales operation

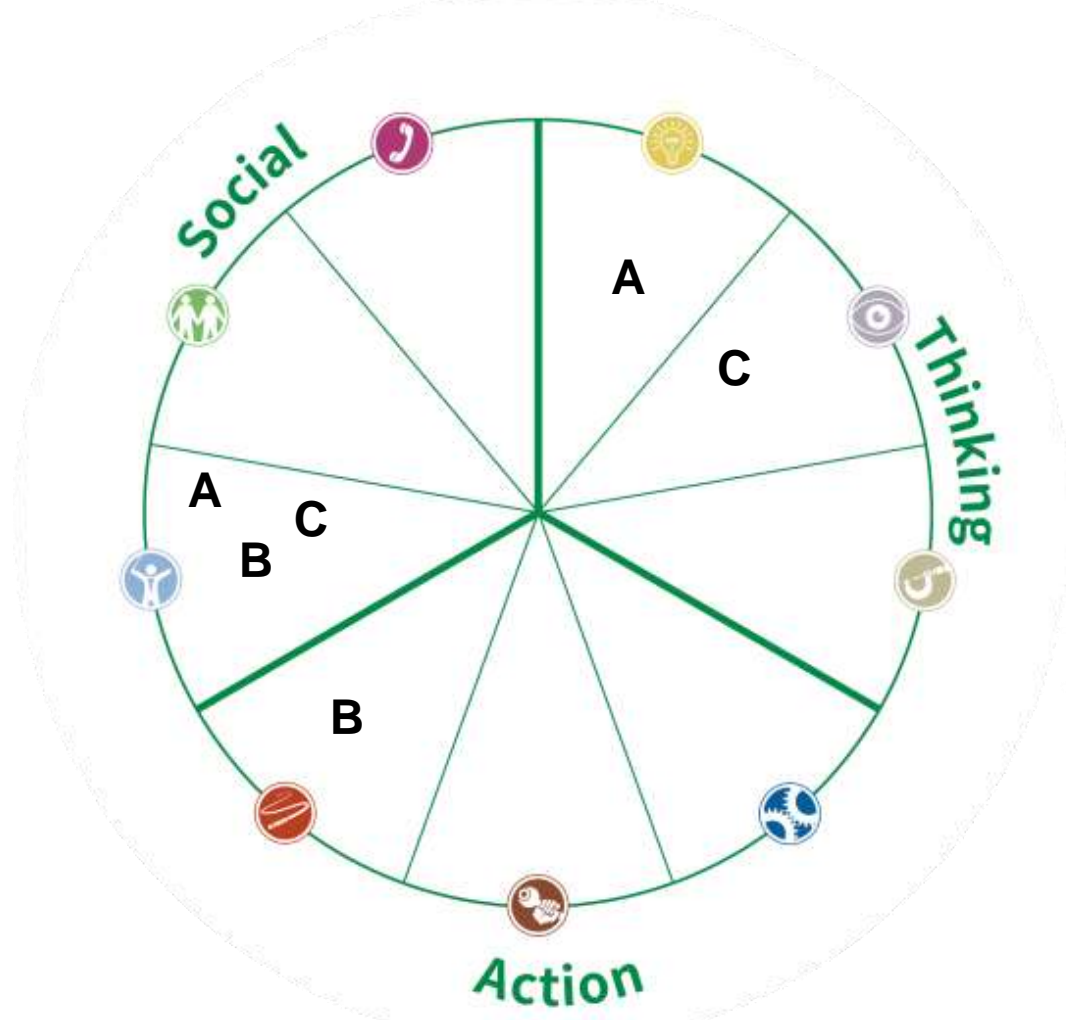
Goals:

1. Lean production,
2. Improve market share

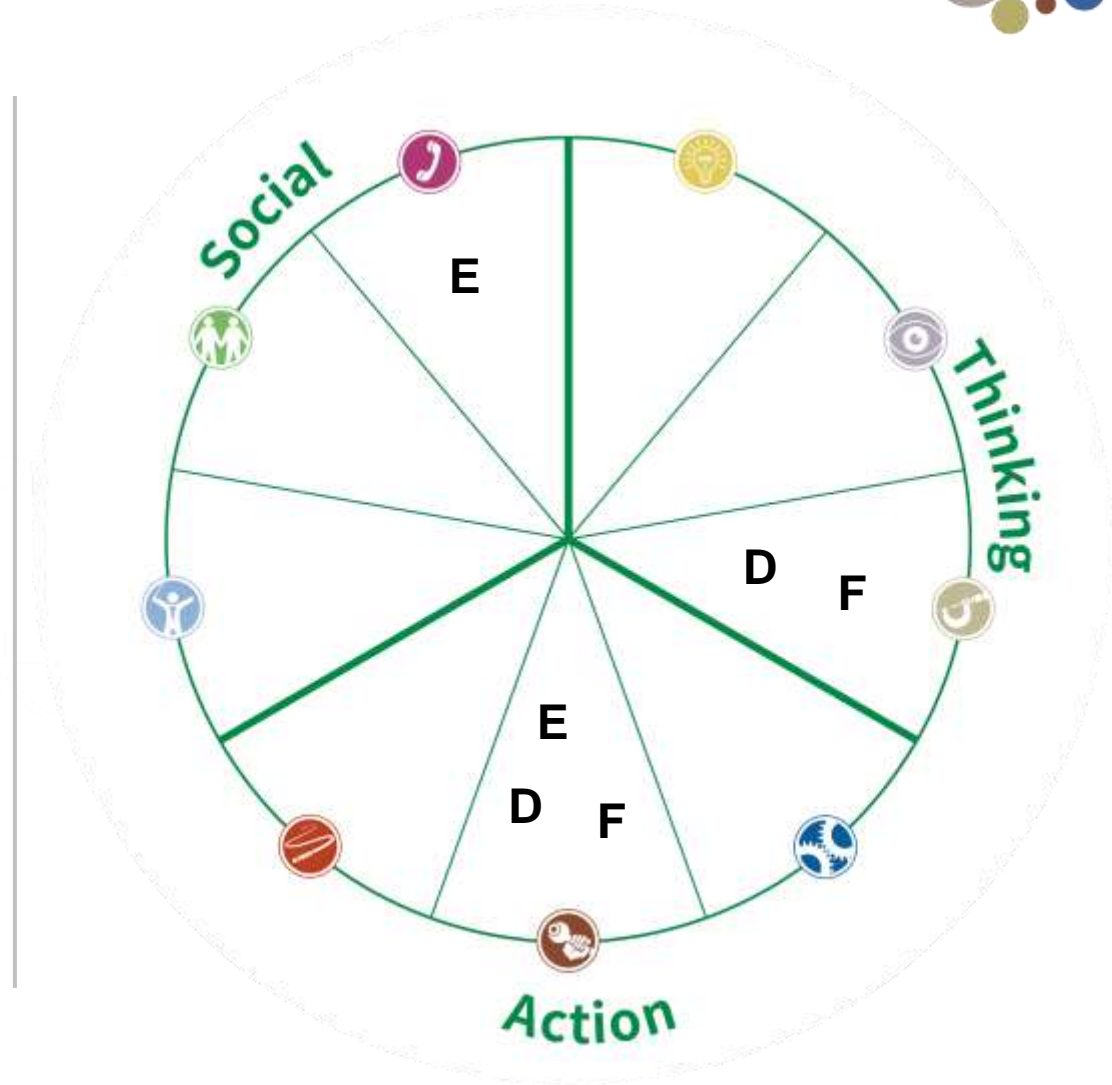
Team roles:

1. ME+CF
2. ME+SP ; SP+CF ; SH+ME

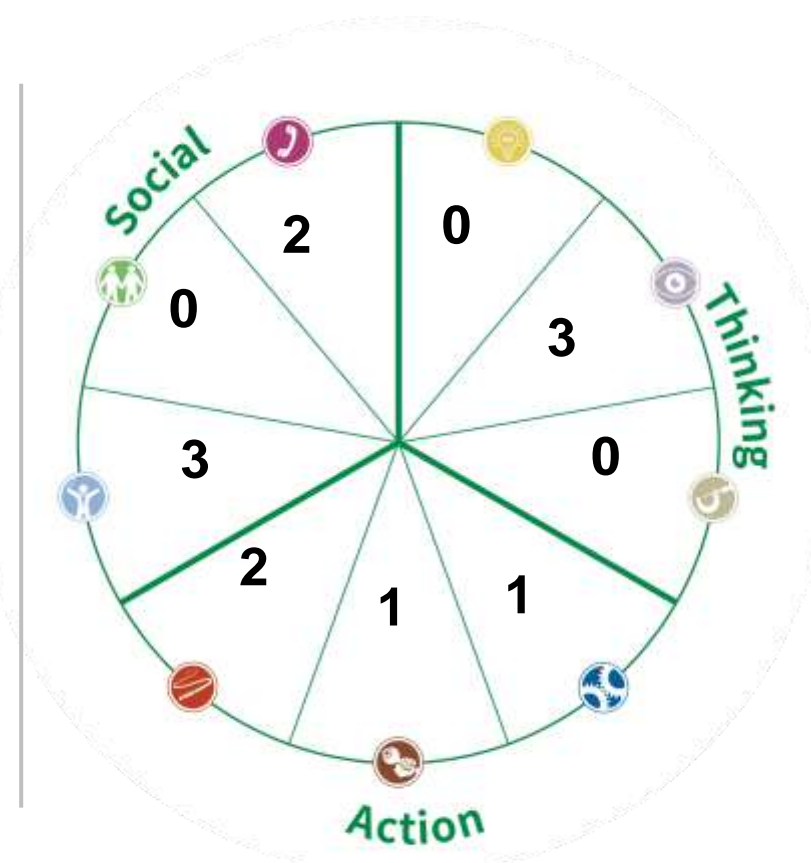
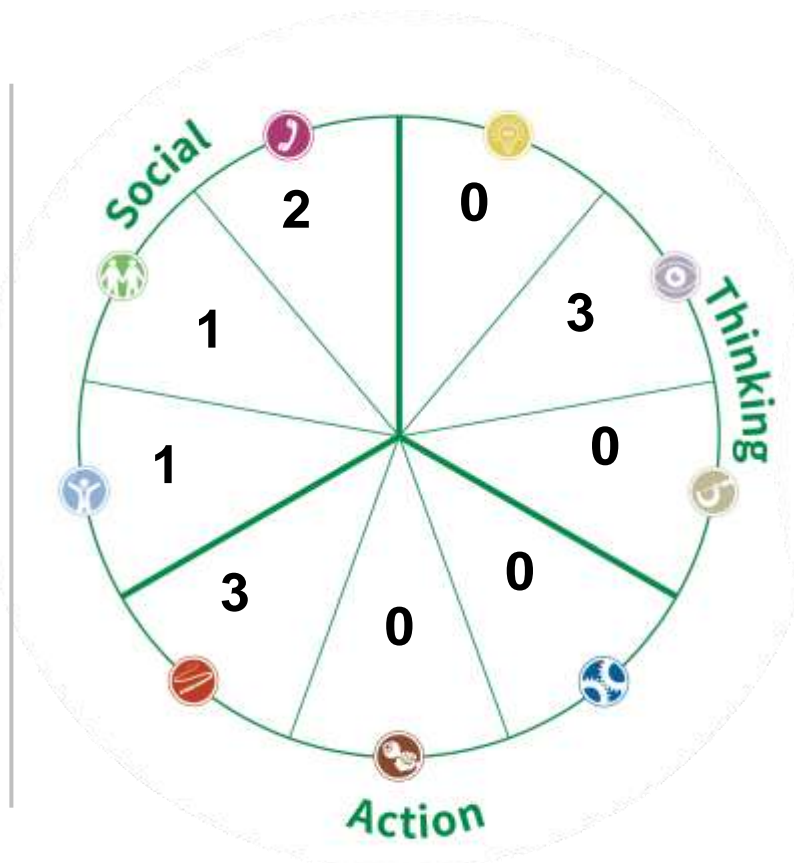
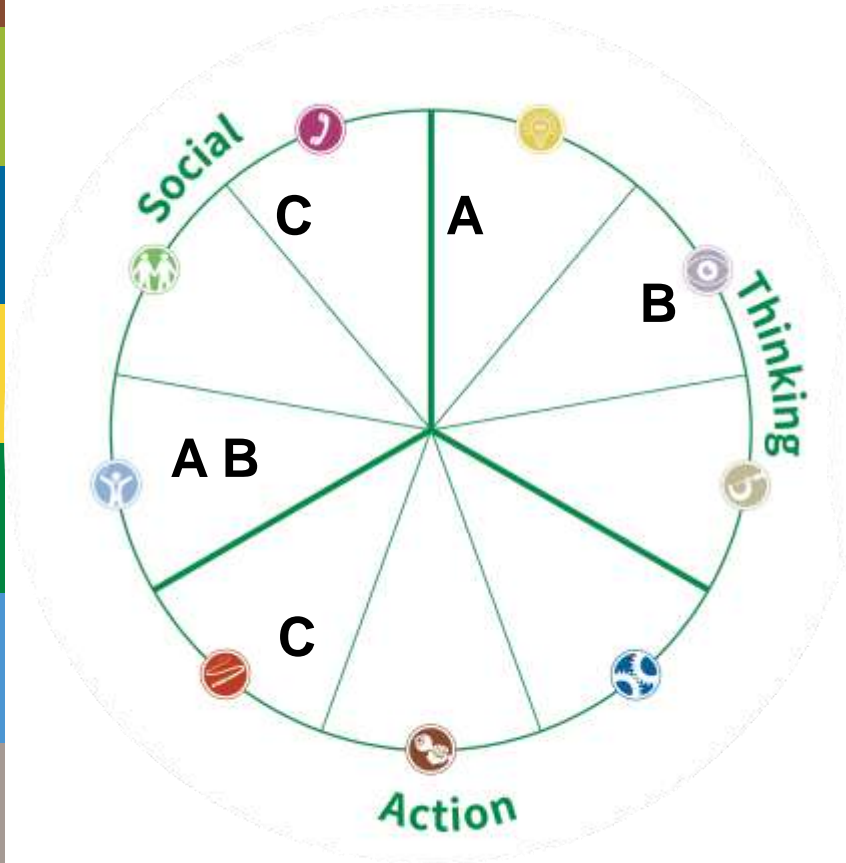
Organizational Effectiveness Challenges: Construction



Current: Apello Team



Organizational Effectiveness Challenges: Construction



What are the challenges?

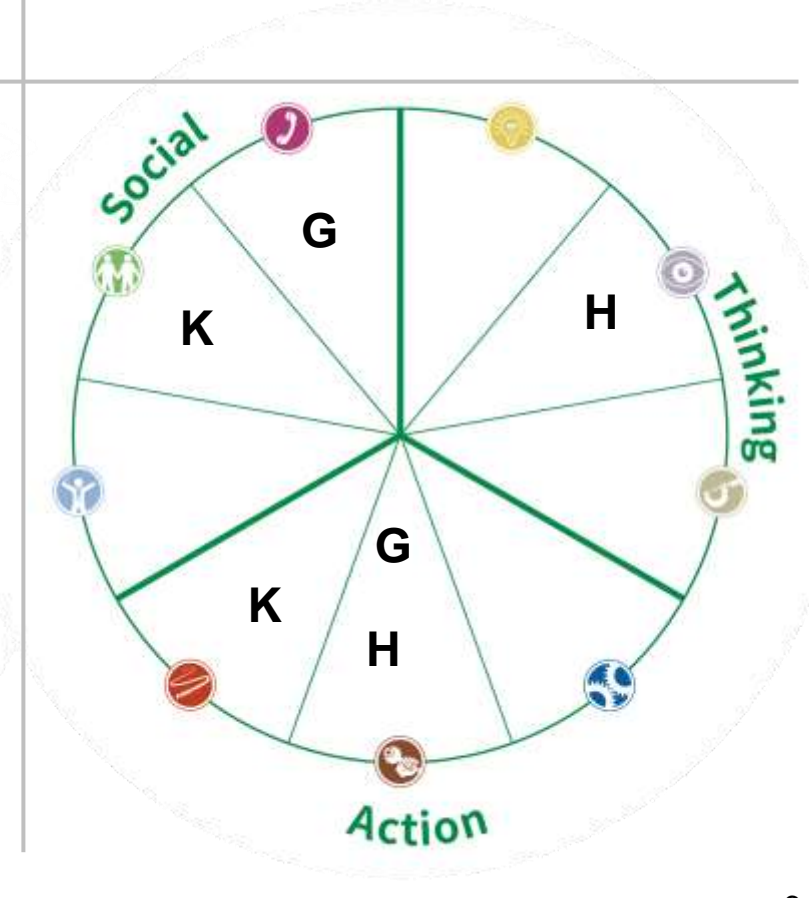
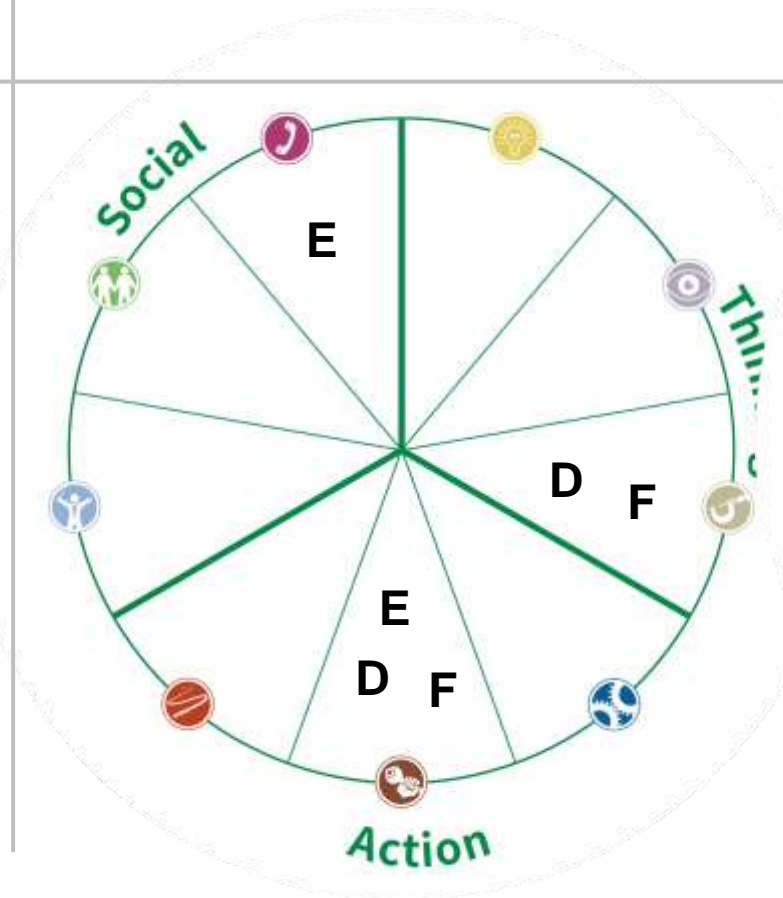
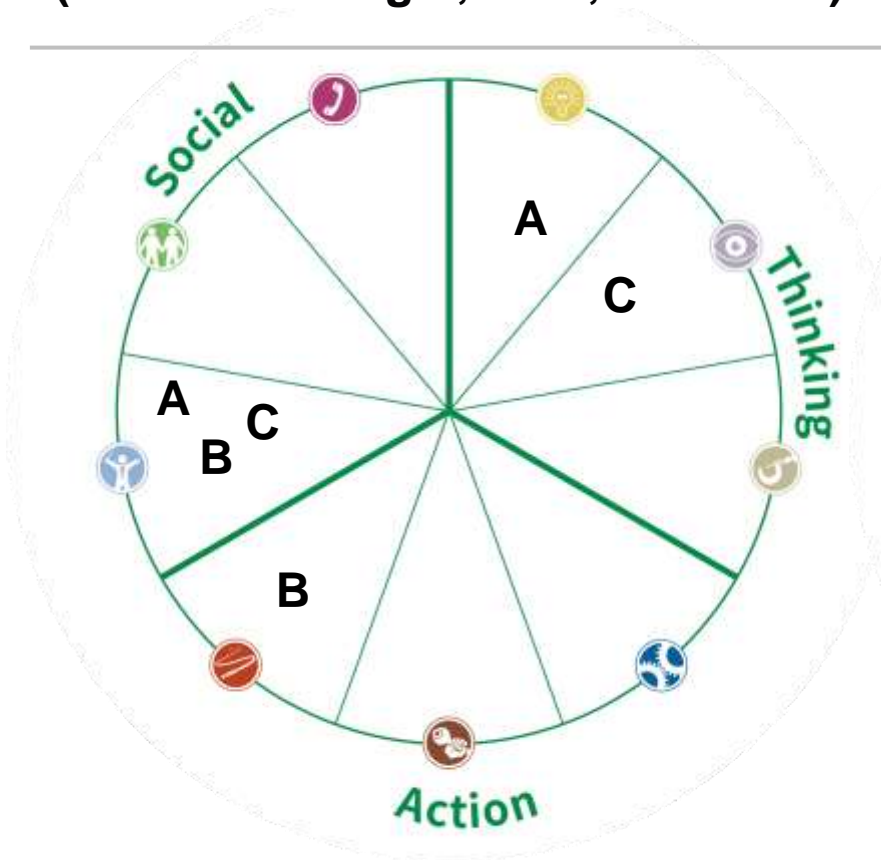
The first problem of organizational effectiveness: Construction

Case Study

Senior management team
(General Manager, CEO, Sales VP)

Sales team

R&D Team



Organizational Effectiveness Challenges: Composition

Difficulties

- 1) No coordination in organization, poor horizontal cooperation
- 2) Conflicts between headquarters and regions
- 3) Conflicts between superiors and subordinates
- 4) Serious departmentalism
- 5) Low efficiency

Challenges

- 1) Failure to deliver on time
- 2) Increased operating costs
- 3) Strong ability, weak EQ, high turnover
- 4) Performance cannot be achieved
- 5) High turnover rate

Status quo



Ideal





Self-Perception Inventory

Surname [PRINT]: _____

Forenames [PRINT]: _____

Organization: _____

Department: _____

Gender: _____

Role: _____

Date: _____

The Belbin Self-Perception Inventory (SPI) is a behaviour-based questionnaire. Your responses are used to identify your strengths and weaknesses in the Belbin Team Role system **Interplace**. This produces feedback in both scripted and graphical form. Please spend about 15 - 20 minutes completing the Belbin SPI. Please note that there are no right or wrong answers. The Belbin SPI is based on how you would like to be. Work at your own pace, taking care to be honest. The Belbin SPI consists of eight sections and each section contains 10 statements. Within each section you are asked to mark each statement based on how you feel they apply to you; the sum total of points for the section is 10. For example, if you think that one statement applies strongly and two others apply just a little, you would give 3 points to the first statement, 1 point to each of the other two statements and 2 each for the other two statements. Or if two statements apply strongly and the other two apply just a little, you would give 3 points to each of the two statements, 1 point to each of the other two statements, or alternatively you could give all 10 points to one statement, or all 10 points to two statements. However, try to avoid over-liberal use of these extremes! Please allocate whole numbers.

I	I believe I can make positive contributions to a team by...
1.0	I think I can quickly see and take advantage of new opportunities.
1.1	I am seen as a natural team player.
1.2	I am happy to take on varied work as and when the team requires it.
1.3	I can think laterally to solve problems.
1.4	I am good at identifying and using the most effective ways of working.



Observer Assessment

Name of Observer: (Your name) _____

Organization: _____

Department: _____

Name of Observed: _____

Organization: _____

Department: _____

List A

Give a single (1) or double (2) mark to the words from List A that you think are descriptive of the person being observed. A mark of 1 represents that you observe an individual as possessing this quality more than the average person. A mark of 2 (double mark) can be given when you feel that the observed displays this quality in abundance.

Do not give more than 33 marks, less than 6 marks or more than 7 double marks.

1	accurate	28	meticulous
2	analytical	29	motivated by learning
3	broad in outlook	30	original
4	caring	31	outgoing
5	challenging	32	outspoken
6	competitive	33	perceptive
7	confident and relaxed	34	perfectionist
8	conscious of priorities	35	persevering
9	consultative	36	persuasive

List B

Now mark any of the words in List B if you believe them to be at least partly applicable. The instructions are otherwise the same as for List A.

Do not give over 19 marks or more marks on List B than A.

1	absent-minded
2	confrontational
3	eccentric
4	engrossed in own area
5	fearful of conflict
6	frightened of failure
7	fussy
8	impatient
9	impulsive
10	inconsistent










Organizational Effectiveness Challenges: Composition

Four Team Role Scenarios

1

Individual A's Self-Perception	1	2	3	4	5	6	7	8	9
ME	SH	IMP	PL	RI	TW	CO	CF	SP	
Observers:									
Observer 1	SH	RI	ME	IMP	PL	CO	CF	SP	TW
Observer 2	SH	IMP	ME	RI	TW	SP	CO	CF	PL
Observer 3	ME	SH	CO	TW	CF	RI	PL	SP	IMP
Observer 4	ME	IMP	SH	CO	PL	RI	TW	SP	CF
Observers' Overall Views									
ME	SH	IMP	CO	RI	TW	PL	SP	CF	
Your Overall Team Role Composition									
ME	SH	IMP	RI	PL	TW	CO	SP	CF	
									

2

Individual B's Self-Perception	1	2	3	4	5	6	7	8	9
SH	CO	RI	IMP	PL	ME	CF	SP	TW	
Observers:									
Observer 1	RI	SH	CO	TW	ME	SP	IMP	CF	PL
Observer 2	SH	RI	CO	CF	ME	PL	SP	IMP	TW
Observer 3	RI	CO	TW	IMP	SH	ME	CF	PL	SP
Observer 4	RI	SH	CO	CF	TW	ME	PL	SP	IMP
Observer 5	CO	RI	SH	TW	PL	ME	CF	SP	IMP
Observers' Overall Views									
RI	CO	SH	TW	CF	ME	IMP	PL	SP	
Your Overall Team Role Composition									
RI	CO	SH	IMP	TW	PL	ME	CF	SP	
									

3

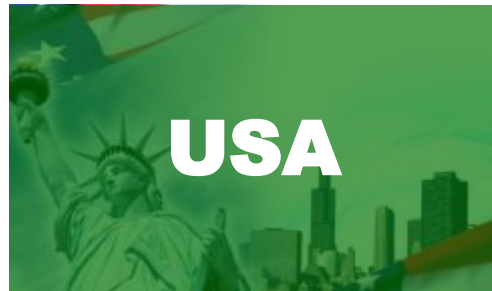
Individual C's Self-Perception	1	2	3	4	5	6	7	8	9
TW	CF	RI	PL	SP	IMP	CO	SH	ME	
Observers:									
Observer 1	PL	SP	SH	RI	CO	TW	ME	CF	IMP
Observer 2	SP	PL	SH	CF	CO	RI	IMP	ME	TW
Observer 3	PL	SP	SH	RI	ME	IMP	CF	CO	TW
Observer 4	PL	SP	CO	SH	RI	ME	TW	CF	IMP
Observers' Overall Views									
PL	SP	SH	CO	RI	CF	ME	IMP	TW	
Your Overall Team Role Composition									
PL	SP	RI	CF	TW	SH	CO	IMP	ME	
									

4

Individual D's Self-Perception	1	2	3	4	5	6	7	8	9
CO	PL	SP	RI	TW	SH	IMP	ME	CF	
Observers:									
Observer 1	ME	SH	RI	PL	CO	CF	TW	IMP	SP
Observer 2	IMP	TW	CF	CO	RI	SP	ME	SH	PL
Observer 3	PL	CO	CF	ME	TW	IMP	RI	SP	SH
Observer 4	SP	RI	TW	PL	ME	CO	IMP	SH	CF
Observers' Overall Views									
TW	RI	PL	ME	CF	CO	IMP	SP	SH	
Your Overall Team Role Composition									
PL	CO	RI	TW	SP	IMP	ME	CF	SH	
									

The **second** problem of organizational effectiveness: Composition

Performance is positively correlated with how well team members understand each other



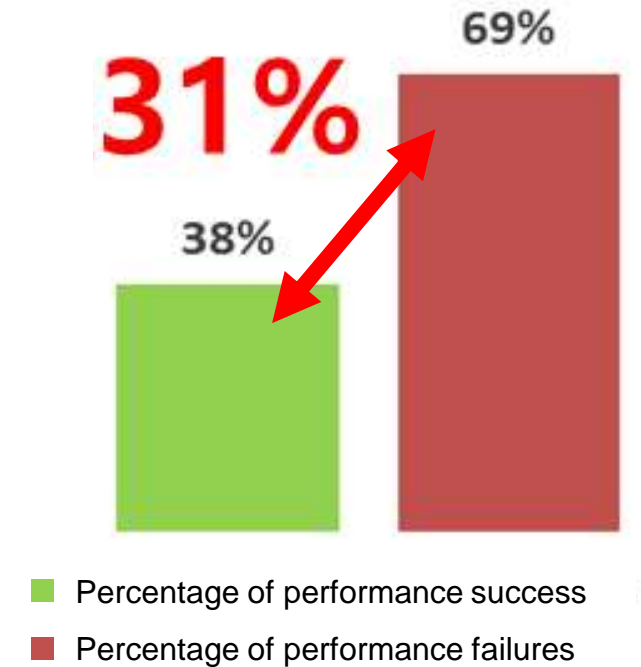
coherent profile : 9%
compatible profile : 14%
divergent profile : 47%
discordant profile : 29%



coherent profile : 10%
compatible profile : 13%
divergent profile : 45%
discordant profile : 31%



coherent profile : 6%
compatible profile : 11%
divergent profile : 40%
discordant profile : 42%



Organizational Effectiveness Challenges: Confidence



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INCLUSION

Inclusion refers to how the workforce experiences the workplace and the degree to which organisations embrace **all employees** and enable them to **make meaningful contributions**

McKinsey consultants

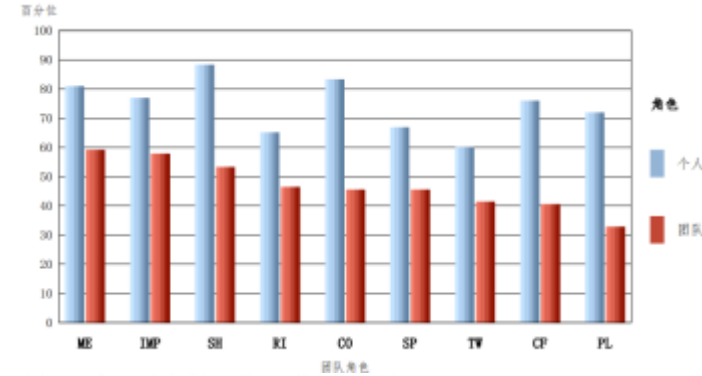
A fundamental principle of BELBIN

Behave

Interrelate

CONTRIBUTE

Organizational Effectiveness Challenges: Confidence



The present report is based on the results of 13 candidates and 93 other evaluations

The following are prominent examples of each team role

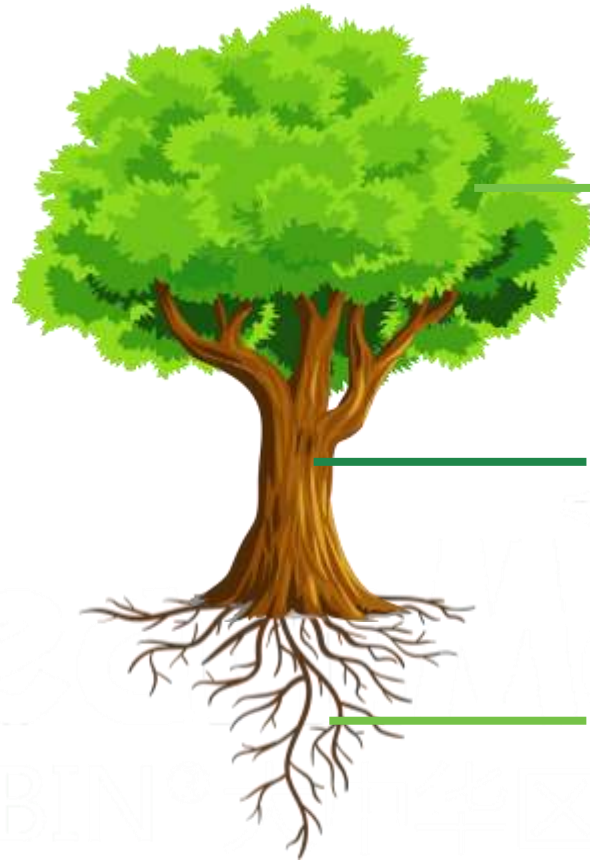
以下是每个团队角色的突出例子:



The following are examples of team roles that are not particularly prominent

以下团队角色没有特别突出的例子:





Confidence

Composition

Construction

Element	Reference	D Team
Team size		11
Diversity index	75%	89%
Divergent index	42%	47%
Vitality index	36%	13%

What can consultants do in the future?



NOW: Landing course, delivery theory and knowledge

- Give managers the tools to build teams
- Set up and build high performance team
- Activate and make good use of existing talents
-

FUTURE: Help the organization diagnose, find and solve problems

- Review organizational effectiveness and energize the organization
- Talents review
- Recruiting, nominating
- Building high performing teams

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