

BELBIN[®]

The Team Role Company



Case Study

Measurable development and lasting impact through ‘a relentless focus on behaviours’

At the 2024 Belbin International Team Conference, much of the focus was on data – forming an evidence base, collecting and disseminating the data teams need for sustainable business improvement, and proving ROI.

A personal story was shared by Gary Shewan, Learning and Development Business Partner at Legal & General. It illustrated how using Belbin had made a direct, measurable and lasting difference to graduates on the 12-month ‘Step Forward’ talent development programme.

This is the story of how Belbin Team Roles helped Vicki to discover the career path that ‘energises her every day’.

BELBIN[®]



“I never would have been on the journey I have, had it not been for Belbin.”

Victoria Beynon



Focusing on behaviours

The StepForward programme was a 12-month development programme designed to help top talent at entry-level grades. Its objective was to focus on developing self-awareness so that individuals could build on their strengths and channel their efforts towards their chosen career path.

Successful applicants worked in pairs on a non-business-critical project. Each

was assigned a project partner and a learning buddy, and was supported by their manager. Each also interviewed a selection of senior leaders before choosing one as a mentor.

The programme is described as having ‘a relentless focus on behaviours’. According to Gary, this made Belbin ‘the natural choice for an assessment tool’.



Measuring impact

Delegates completed the Belbin process and received a Belbin Individual report at the beginning and end of the course to measure impact.

In the first instance, delegates attended a full-day workshop to help them understand their Belbin Individual report. This session, designed to raise self-awareness and confidence, focused

on exploring strengths and identifying allowable weaknesses, with a view to creating a personal development plan.

Delegates continued with a number of face-to-face workshops covering a range of issues (such as project management, coaching and difficult conversations) from a behavioural, rather than a technical, perspective.

Personal growth and development informed by Belbin Team Roles

At the start, Vicki lacked confidence and was afraid to put her ideas forward. Feedback from colleagues in her Belbin report (called Observer Assessments) offered valuable insights and provided the evidence base from which Vicki could devise her personal development plan.

Using the 'List of Observer Words', Vicki was able to identify specific characteristics that she wanted to work on.

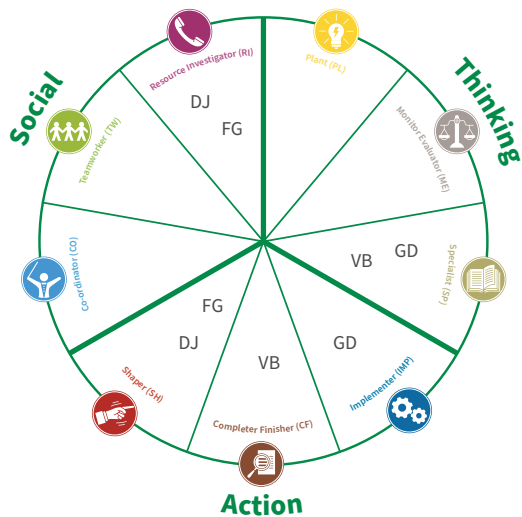
In particular, she wanted to be seen as more confident and relaxed. Her colleagues saw her strengths in the role of Resource Investigator (the outgoing enthusiastic individual who brings in key information from outside the team) and this working style energised her, but she didn't have many opportunities to play this role in her current position.

Vicki wanted to continue to be seen as creative, positive and encouraging, but she challenged herself to set aside her self-doubt and put forward more original ideas and solutions, especially in the presence of senior leaders.

Bringing it to the Team

As part of the StepForward programme, Vicki attended a three-day experiential learning at Bowles Rocks.

Delegates were asked to divide into teams, using Belbin Team reports to inform and justify their decisions on the basis of team dynamics. During this time, they came to understand the importance of complementary roles (working with others who demonstrate different

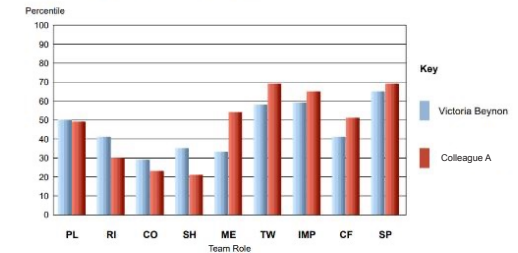


The Belbin Team Role Circle was used alongside the Belbin reports



Learning Buddy

Victoria Beynon and Colleague A are colleagues



On the basis of the top Team Roles, this Team Role combination may work well together if neither is too guarded or territorial with work. If a satisfactory division of labour can be arranged, each may come to respect the other's professional expertise.

Looking at the second Team Roles, Victoria Beynon and Colleague A may get on well as an organised and supportive duo. They are only likely to encounter difficulties during a period of rapid change.

Belbin methodology was used to foster a learning mindset and open up dialogue between delegates.

strengths) and gained an understanding of how to handle challenging relationships using the language of Belbin Team Roles.

In addition, Vicki received Belbin Working Relationship reports exploring how her behavioural styles differed from those with whom she worked closely, giving her an

appreciation of these complementary working styles in action.

As she had a low score for the forthright and driving Shaper role, Vicki identified that she needed direction and focus from her Shaper project partner. She observed that her learning buddy, an objective and discerning Monitor Evaluator, had a calming effect and acted as a sounding board.

Measurable results – and a lasting impact for Vicki

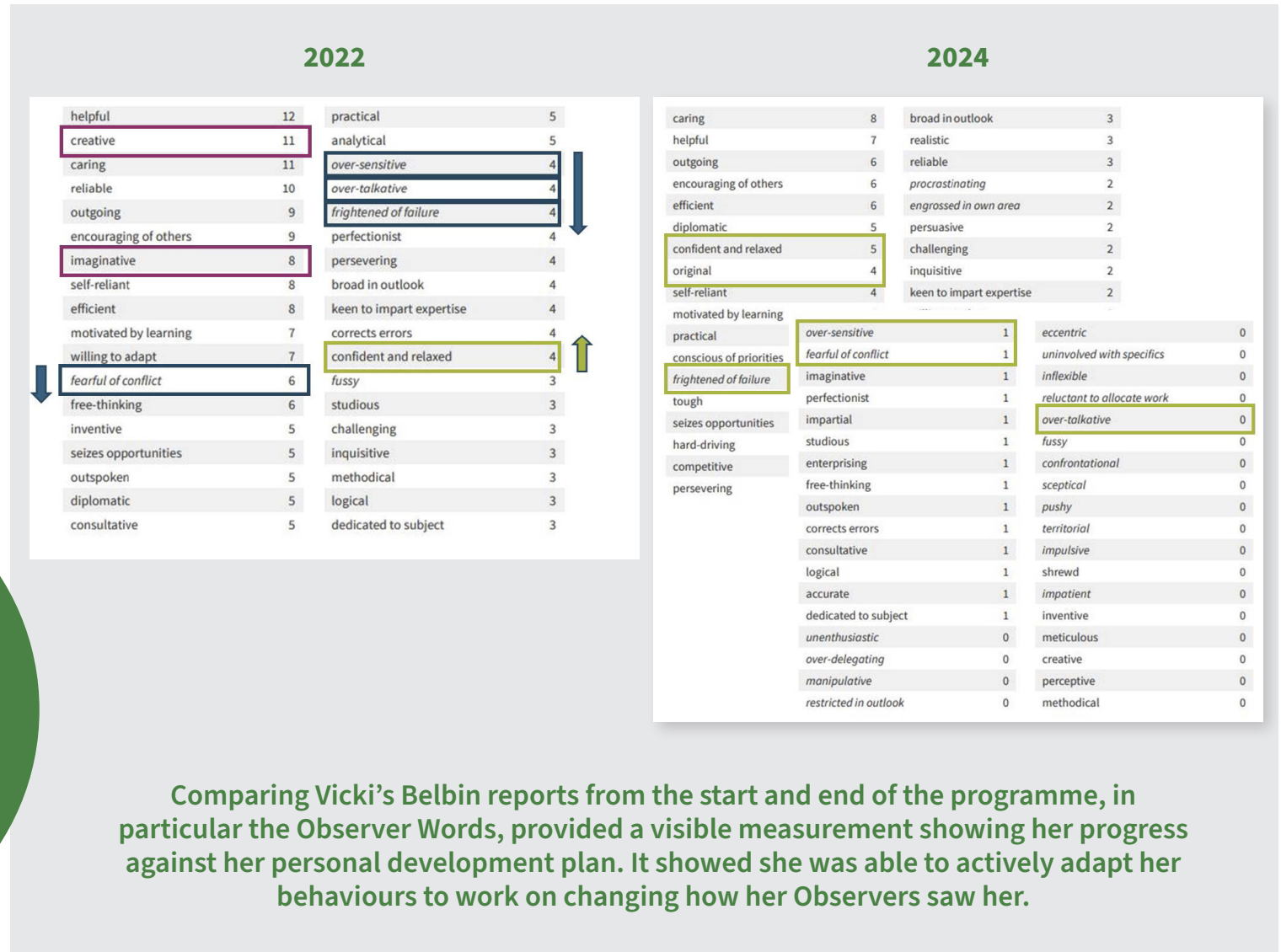
When Vicki received feedback from other delegates at the end of the programme, the results spoke for themselves. Vicki noted a marked change in her List of Observer Words.

As a result of the programme, Vicki moved to a sales role that allowed her to play to her Resource Investigator strengths more frequently and voice her ideas. She reports that she is ‘energised every day’.



“It’s hard, in L&D, to demonstrate an impact on somebody. This is explicit. It’s clear. It’s really measurable.”

Gary Shewan



Comparing Vicki’s Belbin reports from the start and end of the programme, in particular the Observer Words, provided a visible measurement showing her progress against her personal development plan. It showed she was able to actively adapt her behaviours to work on changing how her Observers saw her.

Victoria's experience, in her own words...

What were your reasons for joining the Step Forward Programme?

I really wanted to build my confidence in a work environment, as I found it difficult to speak up and share my ideas. I wanted to develop my ability to network on a professional level, to support developing a future career path.

When you saw your Belbin report did anything surprise you?

The big difference between my self-perception and how the rest of the team saw me. I didn't see myself as confident, but they did. I saw myself as an Implementer, but the team saw me more as a Teamworker. Seeing how others viewed me immediately boosted my confidence as they saw more of how I wanted to be.

What else in your Belbin report helped you?

The List of Observer Words. I focused on these a lot throughout the programme.

One of my higher ones was 'frightened of failure'. I was aware of this but thought I masked it well, by giving 100% all the time. But I realised I wasn't hiding it. I came to realise that 'fear of failure' wasn't something to be hidden, more something to be managed.

I was also able to focus on the elements required to build on my strengths rather than trying to focus on those that I thought I 'had to', the ones that didn't come as naturally to me, and I grew in confidence.

And the experiential learning element?

We all had our Belbin reports and it enabled us to support one another in each other's goals. We explored and worked on the elements of behaviour related to the Team Roles we each wanted to develop. We gave each other permission to explore our strengths, and our weaknesses, and we all celebrated together when goals were achieved. It was a safe, collaborative space.

Any 'lightbulb moments'?

Two key ones. Seeing how others saw my Teamworker so strongly enabled me to explore that further and push it forward. It also allowed me to explore my Research Investigator. I discovered that working with, talking to and understanding people is what brings me joy, and that this was the sort of role I needed to be pursuing for my future career.

Anything else you'd say about Belbin?

Use the Belbin process and really lean into it, let it engulf you.

Use the Team Roles language. It's really clever and meaningful. Each Team Role has clear characteristics and you can talk openly. Saying to someone 'I'm a really good RI' for someone lacking confidence is easier than saying 'I love speaking to people, I'm great at meeting people'. And you don't sound arrogant!

You can also back up statements with evidence. For example, being able to show how people you've worked



"I never would have had the journey I've had, had it not been for Belbin. It really did give me the opportunity to do some self-reflection and really start building my confidence.

Two promotions later, my new job excites, motivates and challenges me daily. I never would have been able to build relationships, present or network in the way that I can today."

Vicki

with for 3 years view you to others say, in an interview, is invaluable and means so much more than just words.

I firmly believe that there is no other way of using data to back up your personal characteristics and strengths other than with Belbin.

Individual impact... and results you can replicate

Vicki's journey is unique, but her success is one Legal & General have repeated time and again.

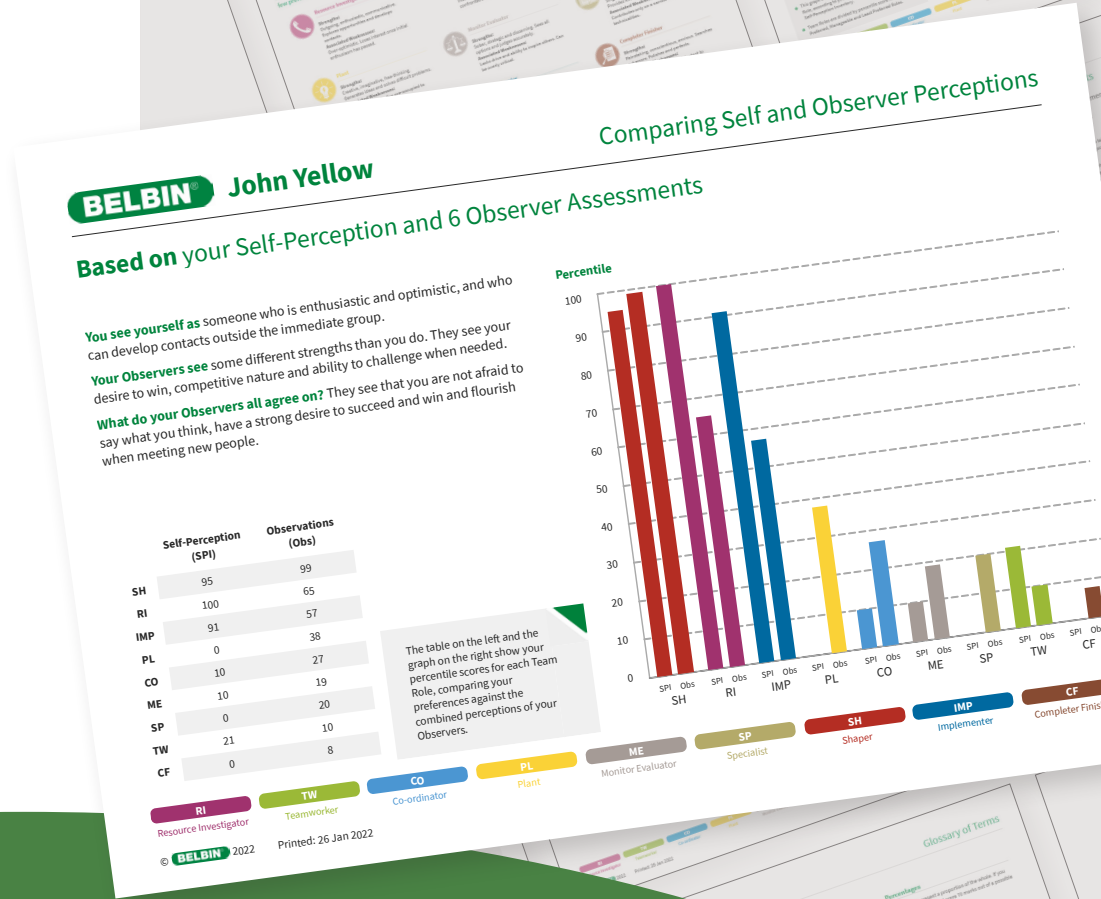
85% of the graduates from the programme progressed into leadership.

The Step Forward programme also won two Princess Royal Training Awards.

These delegates take with them increased self-confidence and self-awareness, an

understanding of how to work to, and develop their strengths, and key insights into overall team dynamics.

As a practical and accessible tool, Belbin provides the language to open up key conversations, make measurable improvements for individuals and teams, and foster greater levels of engagement in-role.



Talk with our knowledgeable and friendly team about how using Belbin Team Roles can help you to develop individuals and drive team performance.

Tel: +44 (0)1223 264975 | E-mail: team@belbin.com