

Building Resonance: Emotional Intelligence with Belbin Team Roles

Pearl D'Souza McKenzie



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Cambridge 2024

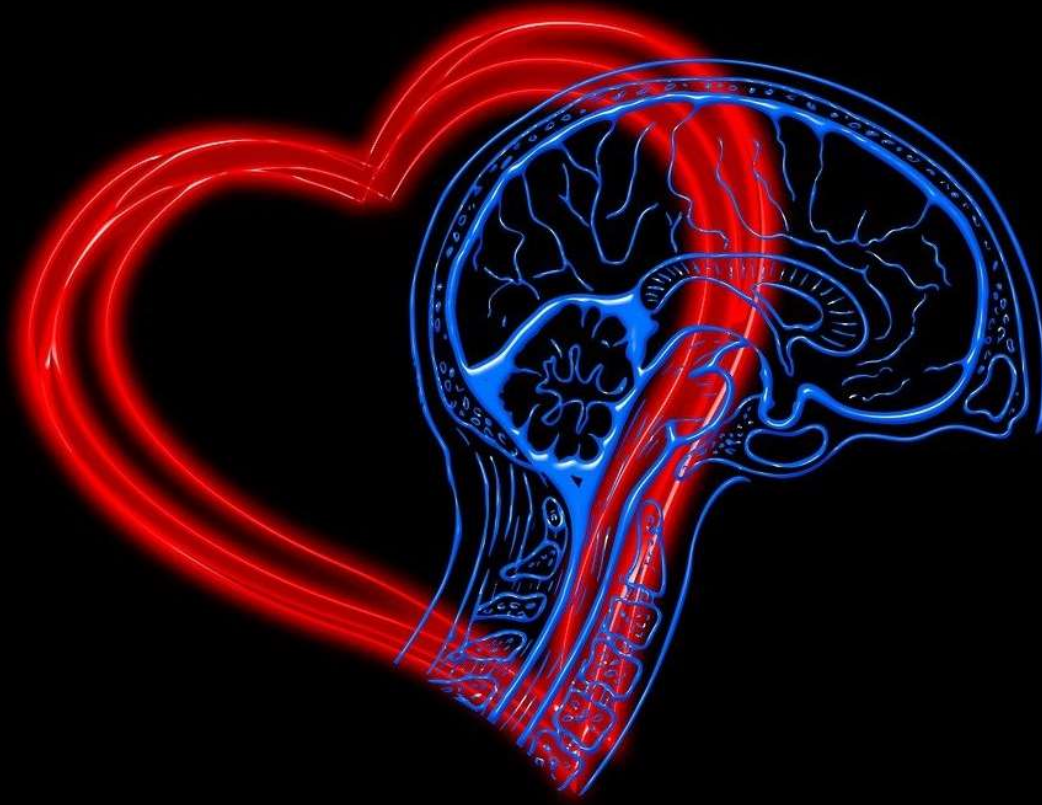


Session Content

- Belbin Team Roles and the Daniel Goleman Emotional Intelligence framework
- Emotions and Behaviour- What makes a good leader
- Emotional Intelligence and the Triune Brain
- Action plan exercises with Belbin Report insights to enhance: Self awareness, Self regulation, Empathy, Motivation and Social skills



Daniel Goleman's EI Framework








- Self Awareness
- Self Regulation
- Motivation
- Empathy
- Social Skills



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		Definition	
Resonance within oneself	Self Awareness	Knowing one's emotions, one's strengths, weaknesses, needs and drives and their effect on others	
	Self Regulation	Ability to control and redirect disruptive impulses and moods	
	Motivation	Passion to work for reasons that go beyond money or status Propensity to pursue goals with energy & persistence	
Resonance with the team	Empathy	Ability to understand the emotional makeup of other people	
	Social Skill	Proficiency in managing relationships and building network. Find common ground and build rapport	





Deep understanding of one's emotions, strengths, weaknesses, needs & drives

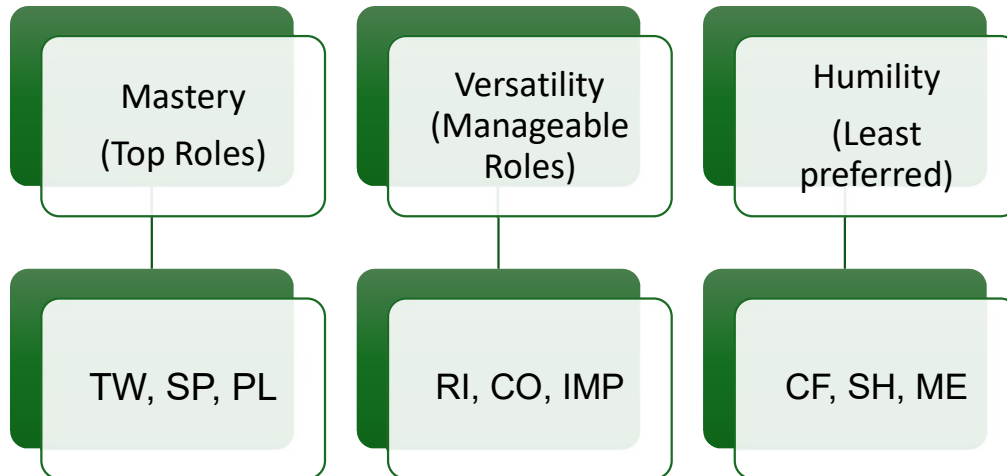
Enhancing Self Awareness

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Team Role Feedback

Based on your Self-Perception and 4 Observer Assessments

Combining your view with the views of others, your main contributions are: Teamworker and Specialist



Your pride in professionalism, along with your supportive approach to others, emerge as your most salient characteristics. Whilst these qualities are often found among those who have considerable experience in developing others, you could also act as a mentor and developer in a more general sense. In other situations, you should be able to render a valuable contribution as a subject expert within the team.

Owing to your talent for knowing and understanding a subject in depth, you should look to further your career in an area of specialisation. If you can simultaneously demonstrate and build upon your natural readiness to help and support others, you will be most likely to succeed.

Your ideal manager could be a dominant figure who sets and expects high professional standards from his or her staff but has a clear idea of direction. There is a good chance that you might well succeed in winning your manager's respect where many of your colleagues would fail, since you have a talent for diplomacy and for fostering interdependence. However, remember that such a relationship cannot easily be transferred if the person in that position is replaced by another. Should that happen, you might do better to cultivate your peers. There is safety in becoming an integral member of a broadly-balanced team.

As a manager, you will work best with those who also work in your field, since they will be able to consult you on professional matters and will regard you as an approachable expert.

Your overall style is that of a well-equipped team player. Whether the focus is on the individual or the team, you have the ability to

make your mark by offering well-informed support and advice.

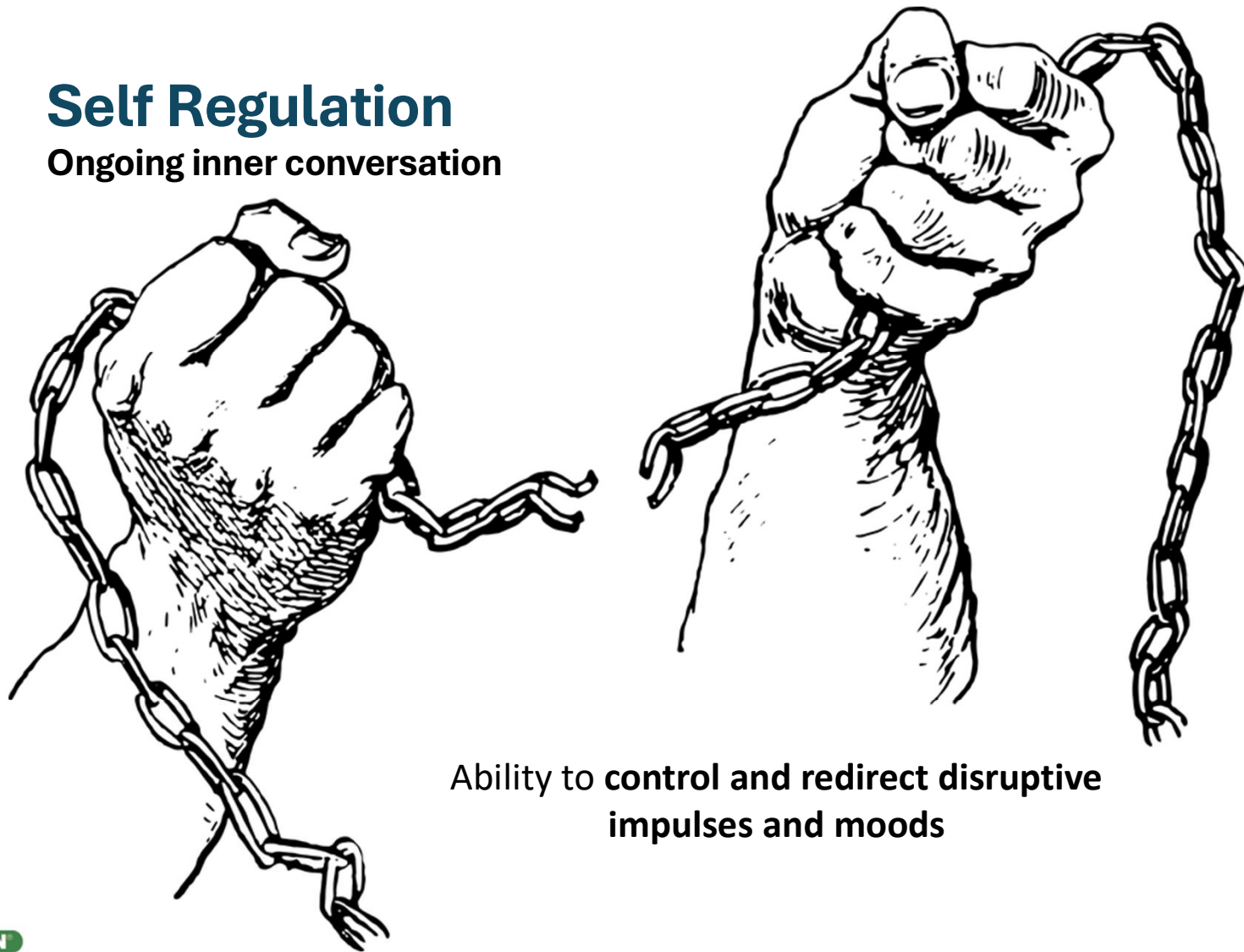
You seem to have some sparks of creativity and originality which may need coaxing into the limelight. When faced with a challenge, take the opportunity to move apart from the team's thinking and discussions and allow yourself to approach the problem from a fresh perspective. When coming up with solutions, allow others to evaluate them. In this way, you can begin to establish yourself as someone who is capable of original thinking but who is not carried away by his/her own ideas.

On a final note, you need to take account of the role for which you are least suited. Your judgements may be too swayed by emotion rather than by dispassionate reasoning. If you can work in harmony with someone who is good at looking at options objectively, your performance is likely to improve.



Self Regulation

Ongoing inner conversation



Ability to **control and redirect disruptive impulses and moods**



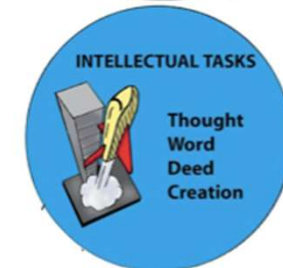
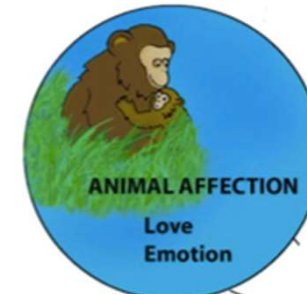
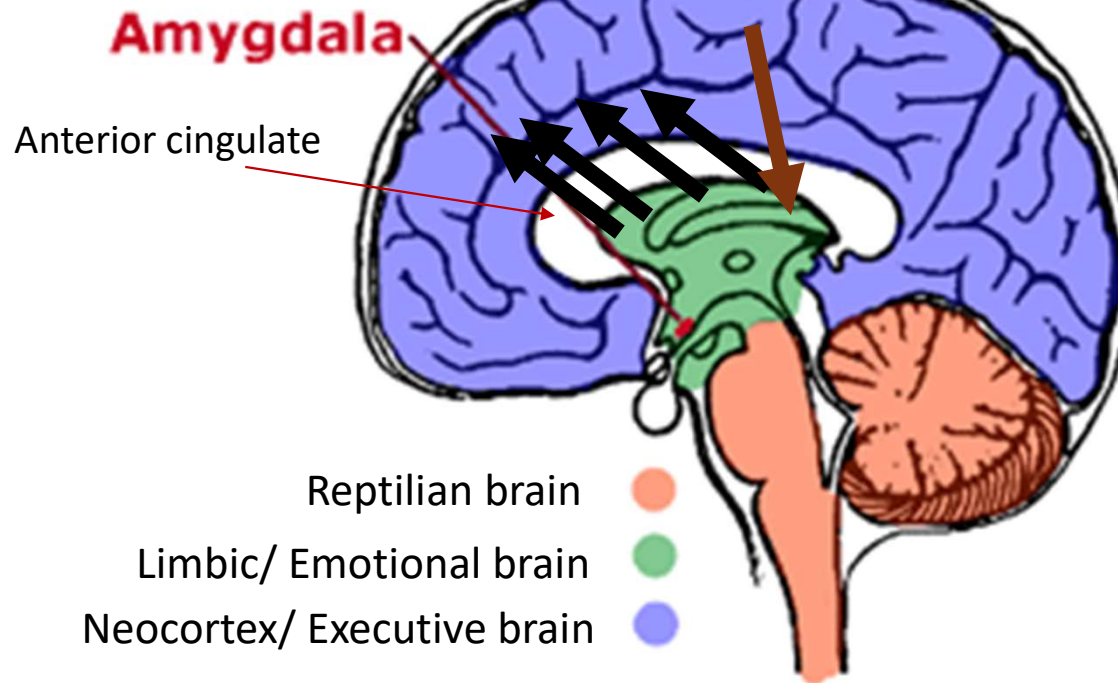
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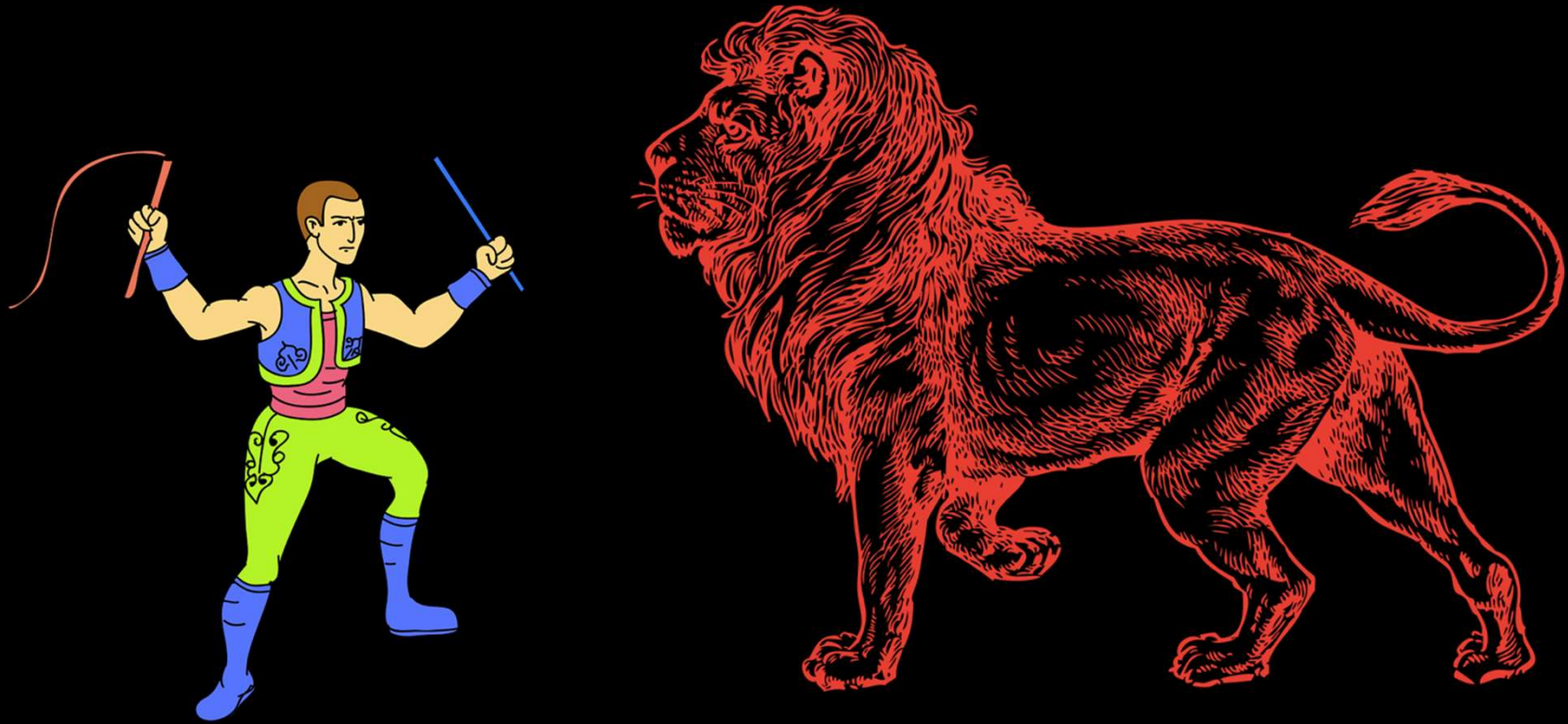
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Emotional Intelligence and the Triune Brain

Emotional brain: 6 billion nerve cells firing in 1 sec

Logical brain: 100 neuronal stimulations



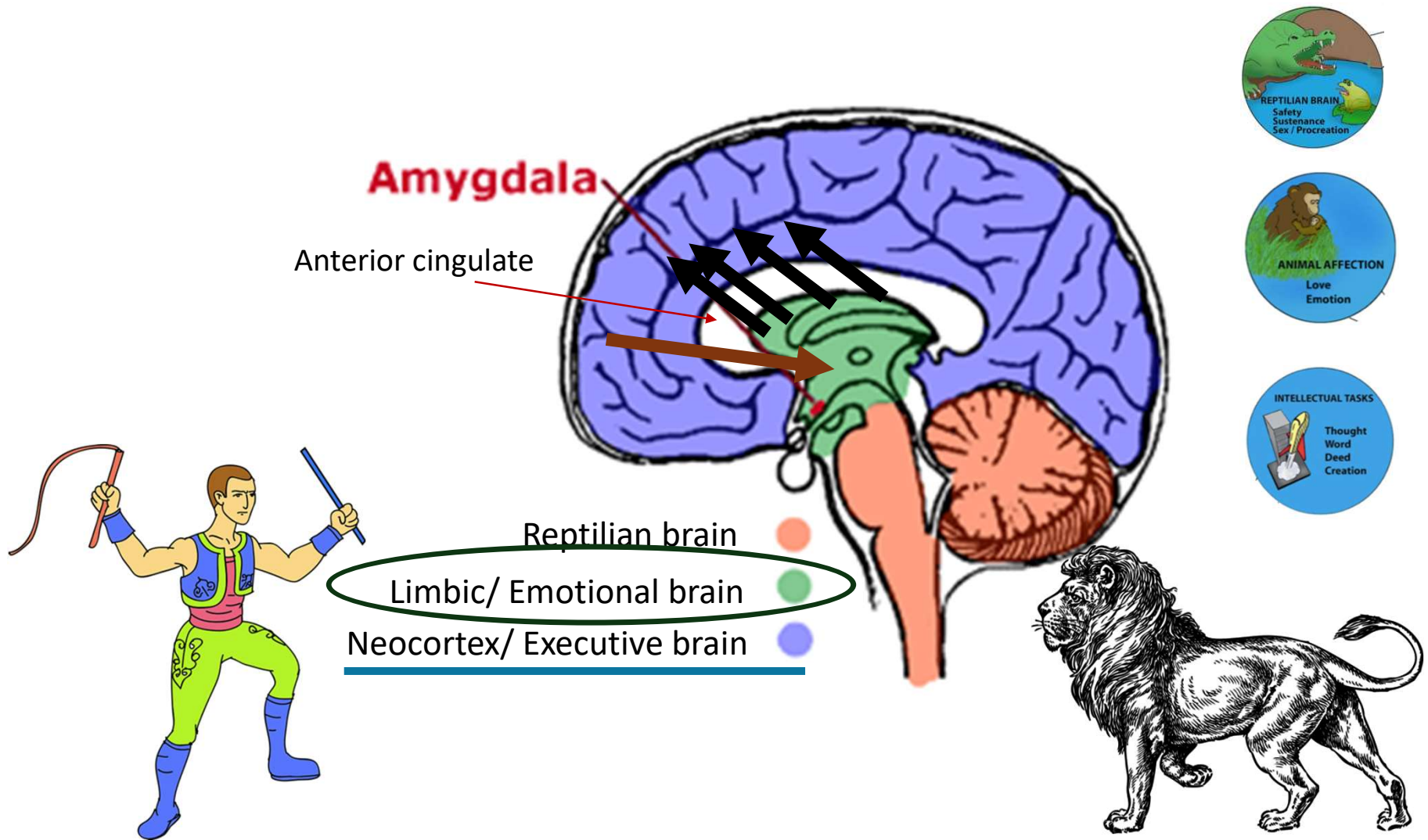


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Ref: Emotional Intelligence Coaching- Stephen Neale, Lisa Spencer Arnell & Liz Wilson





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NAME IT TO TAME IT!



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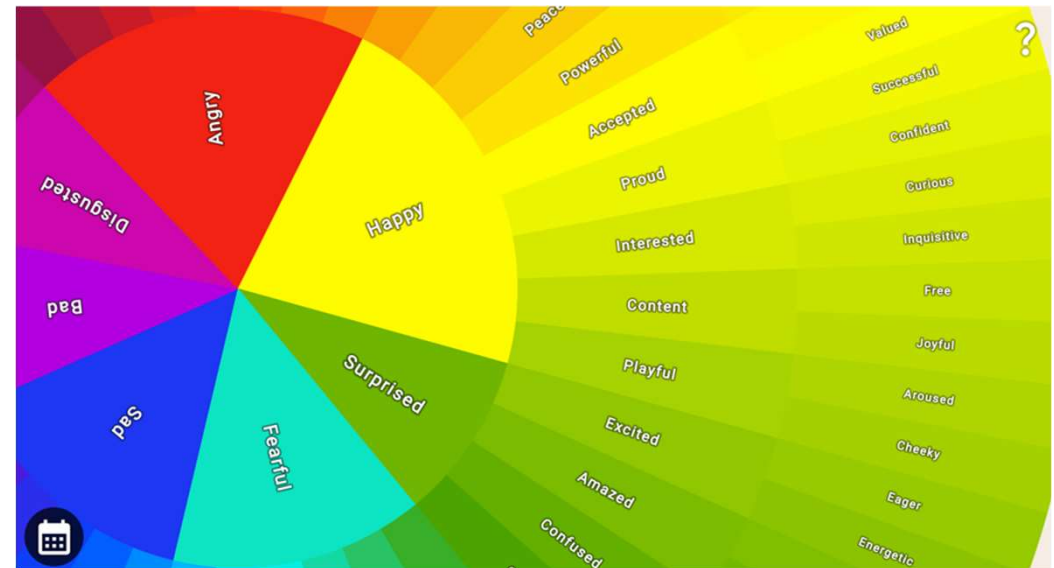
Feeling words

Wheel of Feels: <https://app.wheeloffeels.com/#/>

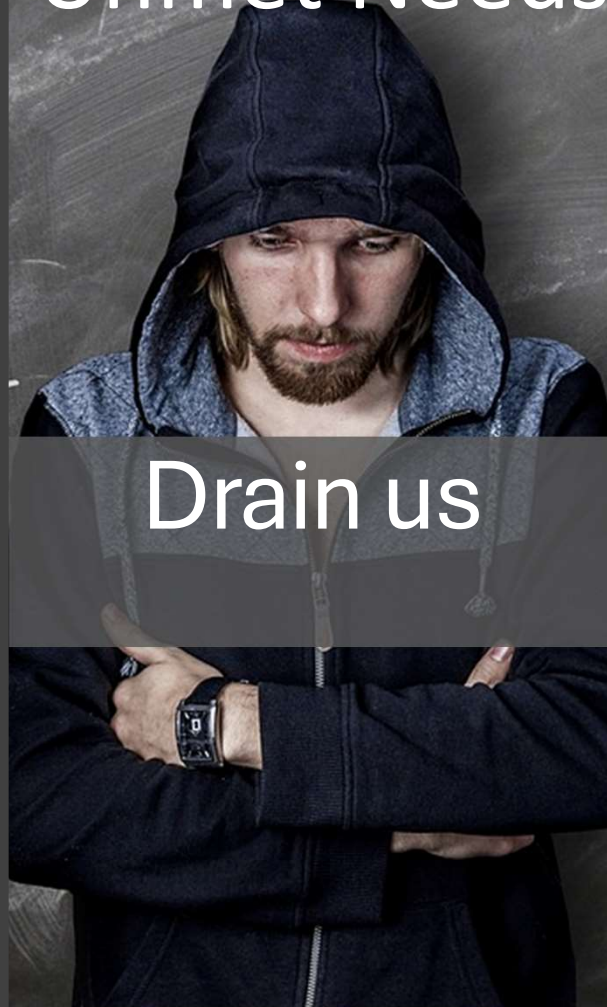
Feeling words

A ready reckoner of words that may help to describe your feelings

OPEN	HAPPY	ALIVE	GOOD	LOVE	INTERESTED	POSITIVE	STRONG
understanding	great	playful	calm	loving	concerned	eager	impulsive
confident	gay	courageous	peaceful	considerate	affected	keen	free
reliable	joyous	energetic	at ease	affectionate	fascinated	earnest	sure
easy	lucky	liberalized	comfortable	sensitive	intrigued	intent	certain
amazed	fortunate	optimistic	pleased	tender	absorbed	arduous	rebellious
free	delighted	provocative	encouraged	devoted	inquisitive	inspired	unique
sympathetic	overjoyed	impulsive	clever	attracted	nosy	determined	dynamic
interested	gleeful	free	surprised	passionate	snoopy	excited	tenacious
satisfied	important	frisky	content	admiration	engrossed	enthusiastic	hardy
receptive	festive	spirited	quiet	sympathetic	curious	bold	secure
accepting	ecstatic	thrilled	certain	closed		brave	
	satisfied	wonderful	relaxed	loved		daring	
	glad	animated	serene	warm		challenged	
	cheerful		free & easy	touched		optimistic	
	sunny		bright	comforted		reinforced	
	merry		blessed	drawn towards		confident	
	elated		reassured			hopeful	
	jubilant						
	thankful						
ANGRY	DEPRESSED	CONFUSED	HELPLESS	INDIFFERENT	AFRAID	HURT	SAD
irritated	lousy	upset	incapable	insensitive	fearful	crushed	tearful
enraged	disappointed	doubtful	alone	dull	terrified	tormented	sorrowful
hostile	discouraged	uncertain	paralysed	nonchalant	suspicious	deprived	pained
sore	ashamed	indecisive	fatigued	neutral	tensed	pained	grief
annoyed	powerless	perplexed	useless	reserved	alarmed	tortured	anguished
upset	diminished	embarrassed	inferior	weary	panic	dejected	desolate
rateful	guilty	hesitant	vulnerable	bored	nervous	rejected	desperate
offensive	dissatisfied	shy	empty	preoccupied	scared	injured	pessimistic



Unmet Needs



Drain us



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Needs being met

Generative



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Building Self Regulation

- Look at the top italic word.
- Think through the last 2-3 weeks when may have been an incident wherein your behaviour could be described in this way?

Based on 4 Observer Assessments

Here is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in italics.

caring	8	perfectionist	2	consultative	1	<i>pushy</i>	0
keen to impart expertise	7	impartial	2	disciplined	1	<i>territorial</i>	0
encouraging of others	6	studious	2	practical	1	<i>impulsive</i>	0
dedicated to subject	6	enterprising	2	conscious of priorities	1	shrewd	0
helpful	6	creative	2	<i>unenthusiastic</i>	0	<i>frightened of failure</i>	0
<i>motivated by teaming</i>	5	hard-driving	2	<i>oblivious</i>	0	<i>engrossed in own area</i>	0
<i>fearful of conflict</i>	4	inquisitive	2	<i>over-delegating</i>	0	tough	0
<i>imaginative</i>	4	self-reliant	2	<i>manipulative</i>	0	persuasive	0
outgoing	4	confident and relaxed	2	<i>inconsistent</i>	0	meticulous	0
reliable	4	<i>uninvolved with specifics</i>	1	<i>restricted in outlook</i>	0	seizes opportunities	0
<i>over-sensitive</i>	3	<i>absent-minded</i>	1	<i>eccentric</i>	0	competitive	0
free-thinking	3	<i>fussy</i>	1	<i>inflexible</i>	0	perceptive	0
willing to adapt	3	<i>impatient</i>	1	<i>unadventurous</i>	0	outspoken	0
efficient	3	challenging	1	<i>resistant to change</i>	0	diplomatic	0
<i>procrastinating</i>	2	persevering	1	<i>reluctant to allocate work</i>	0	methodical	0
<i>indecisive</i>	2	broad in outlook	1	<i>over-talkative</i>	0	logical	0
original	2	corrects errors	1	<i>confrontational</i>	0	accurate	0
inventive	2	realistic	1	<i>sceptical</i>	0	analytical	0



Seven Steps to Self Regulation

- **What was the situation?**
 - May have come across as ‘fearful of conflict’ lately at a meeting where I expressed a point of view that didn’t go down well with a colleague. I sensed she was upset and soon found myself trying to placate with the hope of soothing hurt feelings.
- **What was the impact of my behaviour on the team?**
 - We didn’t get to the bottom of the issue and didn’t get the best decision on the table. Other team members were also present at the meeting and it may have given the message that differing points of view should be ‘toned down’.
- **What was I feeling?**
 - Worry, fear of hurting the relationship
- **What were my thoughts?**
 - Was I too blunt? She seems to be upset. Is she miffed? I really need to make her realise I don’t have anything against her. I want our relationship to be ok
- **What were my unmet needs?**
 - I need to feel accepted. I don’t want to be rejected.
- **How can I relook the situation?**
 - Just because I have a different point of view doesn’t mean I will be rejected. Infact as a leader, it is my job and duty that I question and table any reservations that I have.
- **What do I want to do- my new action to manage this behaviour? How do I now feel?**
 - The next time when I speak or express a differing point of view I’ll back up my view with some fact based evidence. This will be an objective expression of view, it will give me confidence to speak and is less likely to be taken personally. I feel confident and calm

Motivation

Being motivated by a deeply embedded desire to achieve for the sake of achievement



- Wanting to raise the performance bar
- Want a way of tracking progress
- Remain optimistic when score is against them

Strengthening Motivation

- Step 1: Think through your deliverables for the month
- Step 2: Choose a work style that you would really like to leverage more.
- Step 3: How will you leverage this workstyle more in your work to enhance effectiveness.

Based on your Self-Perception and 4 Observer Assessments

Pearl, overall your top Team Roles are Teamworker, Specialist, Plant and Resource Investigator. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



TW



SP

Providing Expertise

"I enjoy sharing my knowledge and expertise to help others."



TW



PL

Helping Others with Ideas

"I enjoy sharing my ideas for the benefit of the team."



TW



RI

Liaising

"My strength lies in building better communications with others."



SP



PL

Researching

"I find that study can often lead to new ideas."



Strengthening Motivation

TW-RI: Liaising

- I enjoy meeting and connecting with people. I will reach out to one new counterpart/ stakeholder at least once a month to engage in a conversation, share insights and learn from each other. I will do this by making a call just to say hi or blocking time to have coffee together once a month with a counterpart.*

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Empathy

Understanding the emotional make up- almost get inside the head of people you are helping



- Working in teams calls for understanding emotions and understanding others



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#	TR	Need
1	PL	Need to come up with solutions. Develop new ideas
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8	ME	Need for analysis, understanding elements and repercussions of the same. Provides advice
9	IMP	Need for order, process. Disciplined, realistic.

Handout: Dealing with Different Belbin® Team Roles

The infographic displays nine Belbin team roles arranged in a 3x3 grid. Each role is represented by a person holding a sign with a specific icon. The roles and their associated advice are as follows:

- Resource Investigator** (Icon: Clock):
 - ✓ Kindle their enthusiasm. Encourage them to communicate, investigate and negotiate with others.
 - ✗ Press for too much detail. Presume that they will deliver everything they promise.
- Teamworker** (Icon: Two people):
 - ✓ Ask for personal help when under pressure. Ask them to intervene when dealing with angry people.
 - ✗ Force them to make personal decisions. Take them for granted and assume they agree to everything.
- Co-ordinator** (Icon: Person with arrows):
 - ✓ Bring wider issues to their attention. Deliver what you have agreed to do.
 - ✗ Promote hidden agendas. Undermine them by doing "private deals" or pursuing "personal conflicts" behind the scenes.
- Plant** (Icon: Lightbulb):
 - ✓ Feed them with questions and problems. Encourage them to develop their ideas.
 - ✗ Expect them to conform. Criticise ideas that have no immediate application.
- Monitor Evaluator** (Icon: Target):
 - ✓ Consult them when difficult decisions have to be made. Draw them out by asking questions.
 - ✗ Overrule them through enthusiasm or collective pressure. Expect snap decisions. Try to sell them anything.
- Specialist** (Icon: Person with magnifying glass):
 - ✓ Value their contribution as a source and seeker of knowledge. Ask them to undertake research on behalf of the team.
 - ✗ Neglect them due to their reluctance to mix with others. Involve them in wide ranging and unstructured discussions.
- Shaper** (Icon: Hammer):
 - ✓ Be tolerant and helpful when their sense of urgency creates problems. Respond quickly to what is demanded.
 - ✗ Become diverted from what is demanded. Try to contradict them.
- Implementer** (Icon: Checklist):
 - ✓ Give them responsibility for organising information. Explain what needs to be done in a systematic way.
 - ✗ Neglect to provide clarity in information. Use them as a sounding board for floating wild ideas.
- Completer Finisher** (Icon: Scissors):
 - ✓ Make clear the nature of the priorities and the deadlines. Get their support in checking.
 - ✗ Show concern at their tendency to worry about getting it right. Overload with work or set unrealistic deadlines.

#	Person	TR demonstrated and need	What I will do/ avoid doing
eg	Anush	IMP (need for and discipline)	<i>I will be conscious that I have to explain things to him in a step by step manner and hence not get impatient with him.</i>

Social Skill

The ability to connect and influence.



- Work according to assumption- “*nothing important gets done alone*”

Social Skills

- Which is your 9th / least preferred team role?
- Eg: ME
- In your current work scenario, where do you need this team role contribution? Who from your team/ unit could you possibly collaborate with and how will you collaborate with this person to compensate your least preferred team roles?
- Eg: Arriving at Pricing and overall Strategy for our new products. Amit has a knack of looking at things from all angles and perspectives, I will put my plan together and request him for a meeting to get his perspective.

Based on your Self-Perception and 4 Observer Assessments

Combining your view with the views of others, your main contributions are: Teamworker and Specialist

Your pride in professionalism, along with your supportive approach to others, emerge as your most salient characteristics. Whilst these qualities are often found among those who have considerable experience in developing others, you could also act as a mentor and developer in a more general sense. In other situations, you should be able to render a valuable contribution as a subject expert within the team.

Owing to your talent for knowing and understanding a subject in depth, you should look to further your career in an area of specialisation. If you can simultaneously demonstrate and build upon your natural readiness to help and support others, you will be most likely to succeed.

Your ideal manager could be a dominant figure who sets and expects high professional standards from his or her staff but has a clear idea of direction. There is a good chance that you might well succeed in winning your manager's respect where many of your colleagues would fail, since you have a talent for diplomacy and for fostering interdependence. However, remember that such a relationship cannot easily be transferred if the person in that position is replaced by another. Should that happen, you might do better to cultivate your peers. There is safety in becoming an integral member of a broadly-balanced team.

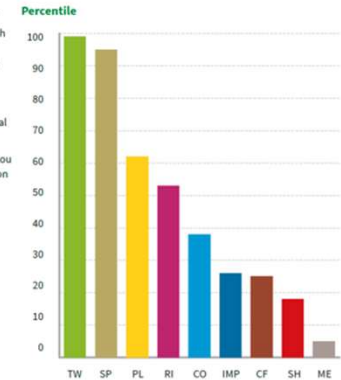
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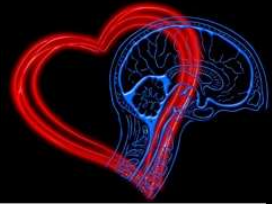


Social Skills

- From your understanding of team roles, what are the key team role strengths you have seen your team members at your unit demonstrate at work. Is there a new insight on how you can leverage the team member's team role contribution?

#	Team member name	TR contribution behaviour I have noticed	How can I leverage team member's strength/ give new opportunities to the person?
eg	Ankit	<i>RI: Able to strike a chord with stakeholders, good with building client relationships and is aware of the market</i>	<i>Will make him part of negotiations when we have to close on the PE purchases</i>





Daniel Goleman's EI Framework

Self Awareness

Mastery
(Top Roles)

Versatility
(Manageable Roles)

Humility
(Least preferred)

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Seven Steps to Self Regulation

BELBIN Pearl D'souza List of Observer Responses

Based on 4 Observer Assessments

Note: This is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in *italics*.

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disrespecting of others	6	stubborn	2	practical	1	impulsive	0
dedicated to subject	6	entertaining	2	conscious of priorities	1	shrewd	0
helpful	4	creative	2	unenthusiastic	0	frightened of failure	0
motivated by learning	5	hard-driving	2	oblivious	0	engrossed in own area	0
averse to conflict	4	impetuous	2	over-diligent	0	tough	0
imaginative	4	self-reliant	2	omnipresent	0	perseverant	0
judging	4	confident and relaxed	2	disinterested	0	meticulous	0
reliable	4	uninvolved with specifics	1	restricted in outlook	0	seizes opportunities	0
over-sensitive	3	absent-minded	1	eccentric	0	competitive	0
free-thinking	3	flexy	1	affable	0	perceptive	0
willing to adapt	3	ingenious	1	independent	0	indecisive	0
efficient	3	challenging	1	resistant to change	0	diplomatic	0
procrastinating	2	persevering	1	reluctant to allocate work	0	methodical	0
indecisive	2	braced in outlook	1	over-ambitious	0	logical	0
original	2	corrects errors	1	non-functional	0	accurate	0
executive	2	realistic	1	emotional	0	analytical	0

Motivation

BELBIN Pearl D'souza Suggested Work Styles

Based on your Self-Perception and 4 Observer Assessments

Pearl, overall your top Team Roles are Teamworker, Specialist, Plant and Resource Investigator. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.

Providing Expertise

"I enjoy sharing my knowledge and expertise to help others."

Helping Others with Ideas

"I enjoy sharing my ideas for the benefit of the team."

Liaising

"My strength lies in building better communications with others."

Researching

"I find that study can often lead to new ideas."

Empathy

Team of 5 Overview of Team Role Composition

4 Observer Assessments

	1	2	3	4	5	6	7	8	9
# Jade Self-Perception Observations (R)	IMP	TW	CF	SP	CO	IMP	PL	SH	PL
Overall	IMP	TW	IMP	CO	CF	SP	RI	SH	PL
# Blue Self-Perception Observations (R)	IMP	TW	CF	RI	SH	SP	IMP	CO	
Overall	TW	IMP	SH	CF	RI	SP	CO	ME	PL
# Grey Self-Perception Observations (R)	CF	IMP	PL	ME	SP	TW	SH	CO	
Overall	CF	IMP	TW	ME	CO	SH	SP	PL	RI
# Gold Self-Perception Observations (R)	PL	IMP	CO	SH	IMP	RI	TW	CF	SP
Overall	IMP	CF	SH	ME	CO	SP	RI	TW	PL

Scan Me



Social Skills