

Product management

Product management course content

Lecture 1

Team Role: Belbin's definition

"A tendency to behave, contribute and interrelate with others in a particular way"

How do you build a perfect team out of imperfect people?

The perfect individual could be described as:

Out-going	Organised	Motivating
Creative	Hard-driving	Objective
Diplomatic	Meticulous	Knowledgeable

Unlikely to find all of these qualities in one person...

Problems with Teams

- Why fail/succeed?
- Why make the right/wrong decisions?
- Why not perform as well as expected, with tensions, misunderstandings?
- Problem often at personal level: how team members feel about themselves and each other.
- People find it hard to deal with these behavioural, emotional issues.

Address the problem

- Need a way of looking at these issues, measuring their effect, and need a language for talking about them
- What makes a balanced and effective team - better the mix, the better the performance

Basic Maxims

- The effectiveness of a team will depend on the extent to which members correctly recognize and adjust themselves to the relative strengths within the team

Belbin Team Role Expert System

- Belbin - 9 team roles type
- Each type has a typical behavioural strength and a characteristic weakness

9 Team Roles

- Plant
- Resource Investigator
- Co-ordinator
- Shaper
- Monitor Evaluator
- Teamworker
- Implementer
- Completer-Finisher
- Specialist

TEAM-ROLE CONTRIBUTION

ALLOWABLE WEAKNESSES



PLANT:
Creative, Solves difficult problems

Loses touch with everyday realities



RESOURCE INVESTIGATOR:
Enterprising, Quick to explore opportunities

Weak in follow through



CO-ORDINATOR:
Makes good use of group activities

Manipulative



SHAPER:
Driving and challenging

Provocative, Aggressive



COMPLETER FINISHER:
Painstaking, Conscientious

Anxious, Reluctant to delegate



TEAMWORKER:
Co-operative, Averts friction

Indecisive



MONITOR EVALUATOR:
Discerning and Objective

Uninspiring, Slow-moving



IMPLEMENTER:
Disciplined, Efficient, Practical

Slow to see new possibilities



SPECIALIST:
Single-minded, Professionally dedicated

Limited in Interests

Plant



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Source of original ideas • Creative, imaginative, unorthodox • Solves difficult problems 	<ul style="list-style-type: none"> • Ignores details • Too preoccupied to communicate effectively • Neglects practical matters 	<ul style="list-style-type: none"> • Strong ownership of idea when co-operation with others would yield better results • Looks down on others

Resource Investigator



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Creative negotiator • Extrovert, enthusiastic, communicative • Explores new opportunities • Develops outside contacts and brings home new ideas 	<ul style="list-style-type: none"> • Over optimistic • Loses interest once initial enthusiasm has passed 	<ul style="list-style-type: none"> • Letting down colleagues/clients by neglecting to make follow-up arrangements

Co-ordinator



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • The team controller • Mature, confident, trusting • Good chairperson – recognises skills • Clarifies goals, promotes decision making, delegates well 	<ul style="list-style-type: none"> • Can be seen as manipulative • Delegates personal work • Inclination to be lazy if someone else can be found to do the work 	<ul style="list-style-type: none"> • Takes personal credit for the effort of the team

Shaper



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Drives other people to excel • Challenging, dynamic, thrives on pressure • Has the drive and courage to overcome obstacles 	<ul style="list-style-type: none"> • Can be provocative • Sometimes hurts people's feelings • Prone to frustration and irritation 	<ul style="list-style-type: none"> • Consistently tramples on people's feelings • Inability to recover situation with good humor or apology

Monitor Evaluator



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • The analyser of problems • Cool, strategic, discerning • Sees all options • Judges accurately 	<ul style="list-style-type: none"> • Sometimes lacking in tact – “these are the facts” • Inability to inspire others • Too critical 	<ul style="list-style-type: none"> • Constant harsh criticism, regardless of people's feelings

Teamworker



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Focuses on harmony • Co-operative, mild, diplomatic • Listens, builds understanding • Defuses conflict 	<ul style="list-style-type: none"> • Indecisive in difficult situations • Easily influenced • Always deferring to others – “what do you think?” 	<ul style="list-style-type: none"> • Avoids situations that involve pressure • Never giving their opinion

Implementer



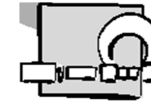
Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Effective organiser • Disciplined, reliable, conservative, efficient • Turns ideas into practical actions 	<ul style="list-style-type: none"> • Inflexible – slow to respond to new situations • Sticks only to the proven and reliable 	<ul style="list-style-type: none"> • Obstructs change • Unwilling to adapt to changing circumstances

Completer-Finisher



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • Meets deadlines • Guarantees delivery on time • Conscientious – notices errors and omissions • Can be totally relied upon 	<ul style="list-style-type: none"> • Reluctant to delegate and worries too much • Perfectionist – “you wont do it the right (my) way” 	<ul style="list-style-type: none"> • Always focusing on small details mistakes in a way which demotivates • Unnecessarily rushing the planning stage of a project

Specialist



Strengths	Allowable Weaknesses	Non Allowable Weaknesses
<ul style="list-style-type: none"> • “The expert” • Single minded, self starting, dedicated • Provides knowledge and skills in short supply 	<ul style="list-style-type: none"> • Focuses too much on technical details • Too theoretical with little concern for how their ideas link to the big picture 	<ul style="list-style-type: none"> • Does not want to get involved in broader team issues • “Not my problem” syndrome

What & How

- Self-perception inventory
- Database generates:
 - Team role preferences
 - Counselling report
 - Character report
 - Team reports
- Observer assessments
 - 4 per participant
 - Generates a complete profile



- Action-oriented roles:
 - Shaper, Implementer, Completer-Finisher
- People-oriented roles:
 - Co-ordinator, Resource Investigator, Teamworker
- Thinking roles:
 - Plant, Monitor Evaluator, Specialist

BELBIN	Least Preferred Roles			Manageable Roles				Preferred Roles			Roles and Descriptions			
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution		Allowable Weaknesses
											Team-Role Contribution	Allowable Weaknesses		
PL	X	Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	X	Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	X	.	.	.	Co-ordinator	Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	X	.	Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	.	X	Monitor Evaluator	Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	.	X	Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	X	Implementer	Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	X	Completer Finisher	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	.	X	Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.

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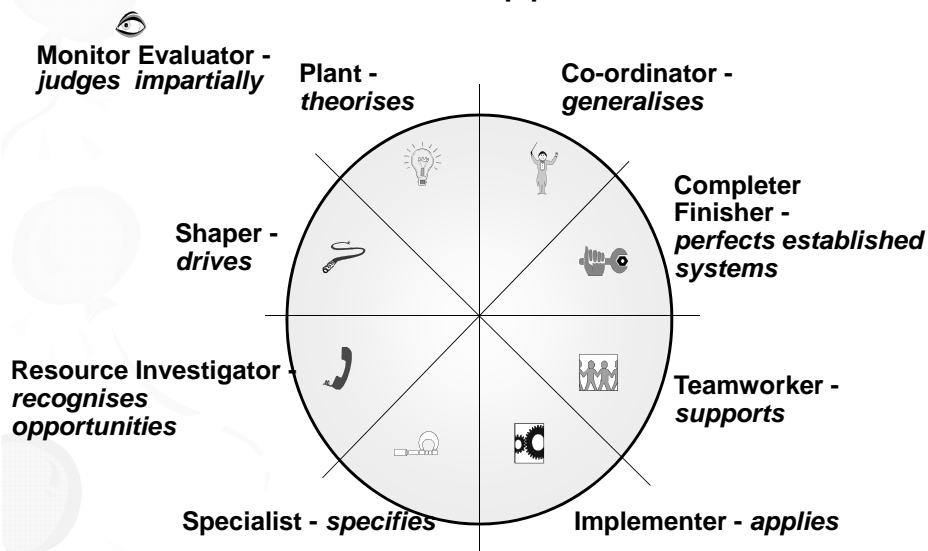
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BELBIN			Roles and Descriptions				
	Negative		Positive		Team-Role Contribution		Allowable Weaknesses
					Team-Role Contribution	Allowable Weaknesses	
PL	[Bar chart showing high positive contribution]		Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.		
RI	[Bar chart showing moderate positive contribution]		Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.		
CO	[Bar chart showing high positive contribution]		Co-ordinator	Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.		
SH	[Bar chart showing high positive contribution]		Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.		
ME	[Bar chart showing moderate positive contribution]		Monitor Evaluator	Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.		
TW	[Bar chart showing moderate positive contribution]		Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.		
IMP	[Bar chart showing moderate positive contribution]		Implementer	Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.		
CF	[Bar chart showing moderate positive contribution]		Completer Finisher	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.		
SP	[Bar chart showing moderate positive contribution]		Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.		

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Team Role Opposites





As projects progress, different team roles are required

Needs	SH	CO
Ideas	PL	RI
Plans	ME	SP
Contacts	RI	TW
Organisation	IMP	CO
Follow Through	CF	IMP

Belbin Team-Role Combination Nicknames

TEAM ROLE PAIR	NICKNAME	TEAM ROLE PAIR	NICKNAME
RI - SP	BUTTERFLY COLLECTOR	CO - TW	COUNSELLOR
SH - CO	BOSS	ME - IMP	PLANNER
ME - SP	CALCULATOR	ME - TW	TEAM CONSCIENCE
PL - TW	HIDDEN TALENT	CO - CF	EDITOR
PL - SH	MAVERICK	SH - CF	PURSUER
RI - ME	DETECTIVE	RI - SH	DYNAMO
TW - SP	TECHNICAL SUPPORT	PL - CO	NAVIGATOR
SH - ME	INQUISITOR	RI - CF	CONTRACTOR
ME - CF	CORRECTOR	IMP - CO	ORGANISER
TW - CF	EMPLOYEE OF THE MONTH	PL - CF	SCULPTOR
PL - ME	BRAINS	IMP - TW	CONFORMER
IMP - CF	DOER	SH - IMP	TASK MASTER
CF - SP	REFINER	CO - SP	PROJECT LEADER
SH - TW	TEAM CAPTAIN	RI - IMP	SCOUT
SP - PL	PROFESSOR	PL - RI	EXPLORER
IMP - SP	MR FIX IT	SH - SP	STEAMROLLER
CO - ME	JUDGE	RI - CO	FACILITATOR
RI - TW	COMMUNICATOR	PL - IMP	ARCHITECT

6 Differences team/group

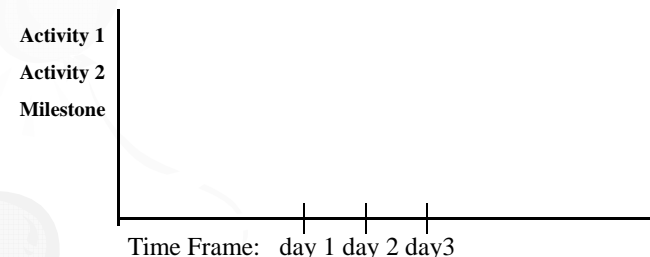
	 TEAM	 GROUP
SIZE	LIMITED	MEDIUM or LARGE
SELECTION	CRUCIAL	IMMATERIAL
LEADERSHIP	SHARED or ROTATING	SOLO
PERCEPTION	MUTUAL KNOWLEDGE UNDERSTANDING	FOCUS ON LEADER
STYLE	ROLE SPREAD CO-ORDINATION	CONVERGENCE CONFORMISM
SPIRIT	DYNAMIC INTERACTION	TOGETHERNESS PERSECUTION OF OPPONENTS

Gantt Chart

- Visual scheduling tool
- Graphical representation of information in WBS
- Show dependencies between tasks, personnel, and other resources allocations
- Track progress towards completion

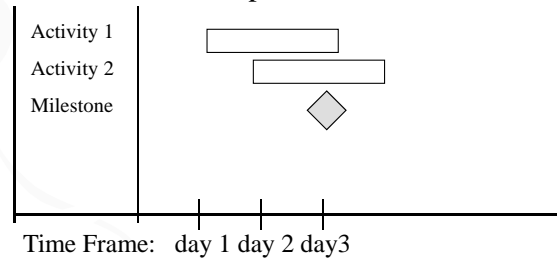
Building a Gantt Chart

- List all tasks and milestones from the WBS along the vertical axis
- List time frame along the horizontal axis



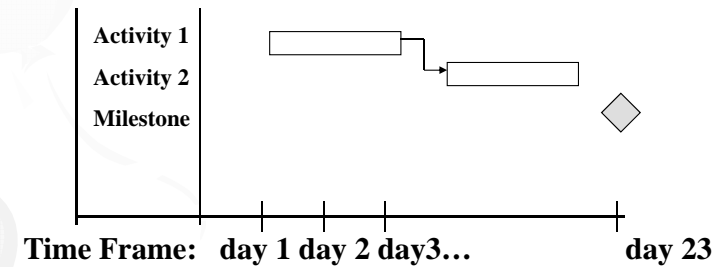
Building a Gantt Chart

- **Activities:** Create box the length of each activity time duration
 - E.g., activity one is scheduled from day1-day3
- **Milestones:** Create a diamond on the day the milestone is scheduled to be completed

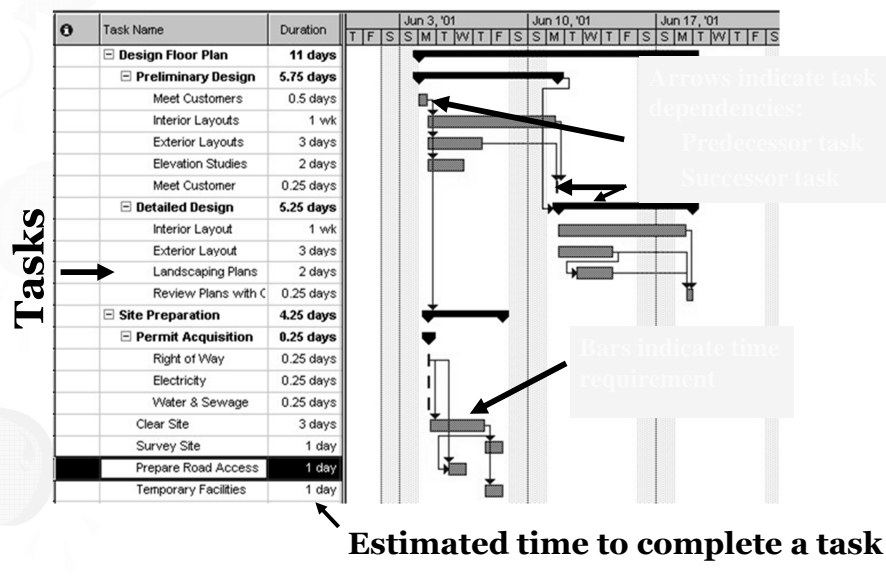


Building a Gantt Chart

- **Dependencies:** Show dependencies between activities with arrows
 - E.g., activity 2 cannot start until activity 1 is complete



Gantt Chart – Example



Responsibility Matrix

- Creates accountability by assigning each task to a person

Task	Joe	Mary	Renee
Activity 1		X	
Activity 2	X		
Activity 3			X



Gantt Chart Activity

ACTIVITY #3

- Based on the WBS (tasks, durations, and dependencies) create a **Gantt Chart** and **Responsibility Matrix**.