Leadership Styles & Team Roles

Behaving ‘As One’
Introductions

Mary O’Reilly  Learning & Development Manager

Emer Brennan  Human Resources Business Partner
Coat of Arms

Group Activity - Introductions
Leadership
How do you define Leadership?
Who would you single out as a great Leader?
Leaders in history
Leaders of today
Leaders of the future
What distinguishes them as a Leader?
The Emerging School of Leadership

The Why

The Who

The How

The What
The Emerging School of Leadership

Followers & Situation

Behaviour & Competencies

Knowledge & Personality
The Emerging School of Leadership

- The Who
- The How
- The What
THE NEW SCHOOL

The Why!

The Who

The How

The What
THE WHY
THE WHY: VICTORY SPEECHES
THE DIFFERENCE:

‘We have a dream…’

‘I have a plan…’
“All men dream: but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity: but the dreamers of the day are dangerous men, for they may act their dreams with open eyes, to make it possible.

This I did”

T.E. Lawrence: Seven Pillars of Wisdom
WHY SHOULD ANYONE BE LED BY YOU?

• What is your dream?

• What is the legacy you want to leave?

• What are you doing right now to invest in your personal leadership journey?
LEADING FROM THE INSIDE OUT – WHY BEFORE WHAT…..

http://www.youtube.com/watch?v=4oAB83Z1ydE&NR=1
Team Styles
Definition of a Team

A team is a:

committed group of people

with a shared, meaningful purpose

who work together

toward a common goal
The Best and the Worst

From your experiences, what are the behaviors or characteristics of the best teams you have been on, and the worst?

<table>
<thead>
<tr>
<th>Hall of Fame: Best</th>
<th>Hall of Shame: Worst</th>
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<tbody>
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Teamwork in Action!
Traffic Jam

Group Activity
Belbin Team Role Preferences

Dr Belbin identified 9 distinct team roles through extensive research with successful management teams

What is a team role?
“a tendency to behave, contribute and interrelate with others in a particular way”
Belbin Team Role Preferences

Why do it?

• It can be difficult to work with others when we don’t have an expectation of how they are going to perform.

• Better understanding of strengths and weakness individually and as a team.

• Thus easier to address the development areas of a team
Belbin Questionnaire
## Belbin team roles (Belbin, 2001)

<table>
<thead>
<tr>
<th>Belbin Team-Role Type</th>
<th>Contributions</th>
<th>Allowable weaknesses</th>
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<tbody>
<tr>
<td>Plant</td>
<td>Creative, imaginative, unorthodox, innovative Problem-solver source of original ideas</td>
<td>Ignores details. Often too Pre-occupied to communicate effectively</td>
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<tr>
<td>Specialist</td>
<td>Single-minded, self-starting and dedicated. Provides knowledge &amp; skills in rare supply</td>
<td>Contributes only on a narrow front and dwells on the technicalities. Tends to overlook the ‘big picture’</td>
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<tr>
<td>Monitor-evaluator</td>
<td>Sober, strategic, discerning, sees options, judges well</td>
<td>Lacks drive and ability to inspire others. Over critical</td>
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<td>Resource Investigator</td>
<td>Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts. Sales person, source of vitality</td>
<td>Over-optimistic. Loses interest once initial enthusiasm has passed. Easily diverted</td>
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<tr>
<td>Coordinator</td>
<td>Mature, confident, good chairperson. Decision-maker, delegator</td>
<td>Can be Manipulative. Offloads personal work</td>
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<tr>
<td>Teamworker</td>
<td>Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction, good listener</td>
<td>Indecisive in crunch situations, some failure to provide clear lead to others</td>
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<td><strong>Shaper</strong></td>
<td>Challenging, dynamic, thrives on pressure. The drive and courage to overcome obstacles, brings competitive drive to team</td>
<td>Prone to provocation, impatience. Offends peoples’ feelings, may be seen as abrasive</td>
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<tr>
<td><strong>Implementer</strong></td>
<td>Disciplined, reliable, conservative and efficient. Turns ideas into practical actions. Organiser, hard-working</td>
<td>Somewhat inflexible. Slow to respond to new possibilities. Resists unproven ideas</td>
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<tr>
<td><strong>Completer Finisher</strong></td>
<td>Painstakingly conscientious, anxious. Seeks out errors and omissions. Meets deadlines, works to highest standards</td>
<td>Inclined to worry unduly. Reluctant to delegate. Resistance to unproven ideas</td>
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Belbin Team Roles

- **Thought orientated**
  - PLANT
  - MONITOR EVALUATOR
  - SPECIALIST

- **Action orientated**
  - RESOURCE INVESTIGATOR
  - CO-ORDINATOR
  - TEAMWORKER

- **People orientated**
  - SHAPER
  - IMPLEMENTER
  - COMPLETER FINISHER

Thought orientated: PLANT, MONITOR EVALUATOR, SPECIALIST

Action orientated: RESOURCE INVESTIGATOR, CO-ORDINATOR, TEAMWORKER

People orientated: SHAPER, IMPLEMENTER, COMPLETER FINISHER

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Belbin Self Perception Inventory

In your groups talk about your own profile, while asking the following questions:

1. Do you agree with your profile (highest & lowest scores)?
2. What can someone with your profile bring to a team?
3. What are the potential challenges of having someone with your profile in a team?
Building a bridge

Group Activity

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Debrief & Questions
Thank You