


Belbin's Leadership Roles

- Why is it that a team of very gifted programmers doesn't necessarily make a great software team?
- What are some attributes of successful software teams?




Software Team Qualities

- Leadership
- Member Communication
- Customer/Developer Communication
 - System Requirements understood and documented
- Common vision of "The Product"
 - System Design understood and documented
- Well understood methods/processes
- Innovative Ideas
- Good Coding Ability
- Thorough Test Methods



Background

- Interdisciplinary research
 - Psychology, management, computer science
- MBTI/Keirsey Temperament Sorter
 - Extrovert/Introvert
 - Sensing/Intuition
 - Thinking/Feeling
 - Judgement/Perception
- Belbin Self Perception Inventory




Belbin's Leadership Roles

- Personality characteristics of team members effects productivity of Software Teams
- Role Theory
 - Role is the behavior and personality characteristics resulting from one's membership in a group




Belbin Roles

- Coordinator (Chairman)
- Shaper
- Innovator (Plant)
- Resource Investigator
- Monitor-Evaluator
- Implementer (Company Worker)
- Team Worker
- Completer-Finisher




Belbin's Leadership Roles

- Belbin characterizes team members into (8) roles.
- Chairman
 - Guiding and Controlling Leader
 - Knows members abilities well
- Shaper
 - Demanding and coercing confrontational leader
 - Pushes members to excel




Belbin's Leadership Roles

- Plant
 - Innovator and problem solver
 - “Idea” member
- Resource Investigator
 - Contact person for external resources for the team
- Monitor-Evaluator
 - Analyzes and evaluates proposed solutions & choices



Belbin's Leadership Roles

- Company Worker
 - Implements agreed upon plans
- Team Worker
 - Facilitates team functions
 - Mediates issues within the team
- Completer-Finisher
 - Focuses on details and meeting deadlines



Descriptions of Belbin Roles

Name	Symbol	Behavioral Description	Typical Features	Positive Qualities	Allowable Weaknesses
Chairman	CH	Guiding and controlling leader, knows the members' abilities well	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. Strong sense of objectiveness	No more than ordinary in terms of intellect or creative ability
Shaper	SH	Demanding, coercing, confrontational leader, pushes for members to excel	Highly strung	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception	Proneness to provocation, irritation and impatience
Plant	PL	Innovator and problem solver, the “idea” member	Individualistic, serious-minded, unorthodox	Genius, imagination, intellect, knowledge	Up in the clouds, inclined to disregard practical details or protocol
Resource Investigator	RI	Contact person for resources external to the team, brings resources into the team	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed
Monitor-Evaluator	ME	Analyses, evaluates proposed solutions & choices	Sober, unemotional, prudent	Judgement, discretion, hard-headedness	Lacks inspiration or the ability to motivate others
Company Worker	CW	Implements agreed upon plans	Conservative, dutiful, predictable	Organizing ability, practical common sense, hard-working, self-discipline	Lack of flexibility, unresponsiveness to unforeseen ideas
Team Worker	TW	Facilitates team functions, mediates issues within the team	Socially oriented, mild, sensitive	Ability to respond to people and to situations, & to promote team spirit	Indiscreteness at moments of crisis
Completer-Finisher	CF	Focuses on details and meeting deadlines	Painstaking, orderly, conscientious, anxious	A capacity for follow-through, perfectionism	A tendency to worry about small things, a reluctance to “let go”
