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
- Implementor (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

<table>
<thead>
<tr>
<th>Role</th>
<th>Symbol</th>
<th>Behavioral Description</th>
<th>Formal Function</th>
<th>Formal Quality</th>
<th>Optional Redundancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman</td>
<td>CH</td>
<td>Guiding and controlling director, oversees the whole team</td>
<td>Coaches, self-controlled, successful, caring, decisive</td>
<td>Ability to lead, inspire, influence others</td>
<td>Not more than ordinary in terms of ability or creative ability</td>
</tr>
<tr>
<td>Shape</td>
<td>SH</td>
<td>Developing, expanding, building on foundations, people</td>
<td>Highly creative, imaginative, original, innovative, imaginative, imaginative</td>
<td>Open-minded, imaginative, original, innovative, imaginative</td>
<td>Not more than ordinary in terms of practicality</td>
</tr>
<tr>
<td>Plant</td>
<td>PL</td>
<td>Innovator and problem solver, the “Idea” member</td>
<td>Individualistic, imaginative, original, innovative, imaginative</td>
<td>Imagination, originality, creativity</td>
<td>Not more than ordinary in terms of creative ability</td>
</tr>
<tr>
<td>Resource Investigator</td>
<td>RI</td>
<td>Resource person, a problem-solver, a person who finds resources</td>
<td>Resource person, a problem-solver, a person who finds resources</td>
<td>Resourcefulness, initiative, flair</td>
<td>Not more than ordinary in terms of practicality</td>
</tr>
<tr>
<td>Monitor-Evaluator</td>
<td>ME</td>
<td>Mediator, motivates, makes progress, helps resolve problems, a decision-maker</td>
<td>Mediator, motivates, makes progress, helps resolve problems, a decision-maker</td>
<td>Mediation, decision-making, problem-solving</td>
<td>Not more than ordinary in terms of influence</td>
</tr>
<tr>
<td>Company Worker</td>
<td>CW</td>
<td>Implements agreed upon plans</td>
<td>Committed, able, professional</td>
<td>Practical, conscientious, hard-working, well-organized</td>
<td>Not more than ordinary in terms of adaptability</td>
</tr>
<tr>
<td>Team Worker</td>
<td>TW</td>
<td>Facilitates team function, maintains contact within the team</td>
<td>Sociable, warm, professional</td>
<td>Organizing ability, productive, efficient, methodical, hard-working</td>
<td>Not more than ordinary in terms of adaptability</td>
</tr>
<tr>
<td>Completer-Finisher</td>
<td>CF</td>
<td>Completes the final details, meeting deadlines</td>
<td>Perfectionist, detail-oriented, perfectionistic</td>
<td>Precision, accuracy, thoroughness, attention to detail</td>
<td>Not more than ordinary in terms of adaptability</td>
</tr>
</tbody>
</table>

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