

PERSONAL BELBIN TYPES AND MBTI PREFERENCES COMBINATION IN GROUP WORK ASSURING SUCCESS



#UOGSHIFT 

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GROUP BUSINESS PROJECT (GBP) - MAP



- Business Project - Year 1
- Business Project - Year 2
- 30 credits, 2 terms
- Group Work:
 - Yr 1 + Yr 2
 - 6 - 8 students
 - in 8 - 15 groups
- External Client:
 - Project's, 4 - 8

GBP – GROUPING OVERVIEW

SENIORS



Grouping part 1

- Yr 2
- Role Distribution
CEO, CFO, CCO, COO
- Project Pitch

JUNIORS



Grouping part 2

- Yr 1
- Interview's at the
Employment Day

CLIENTS



Joint Group Work in
collaboration with
External Client's

GROUP WORK - DEFINITION

‘Work done by a group of people in collaboration.’

Oxford Dictionary

‘A group usually comprises three or more people who recognize themselves as a distinct unit or department, but who actually **work independently of each other to achieve their organizational goals.**

Group members have a shared knowledge of the group’s objectives, but **specific tasks or responsibilities are assigned to different individuals** (usually by the group leader). Individuals within those groups are able to maximize their expertise on a long-term basis.’

Small Business Chron

AIM OF THE GROUP WORK IN GBP

- Maximally mimic the outside work environment;
- Learn to adjust & work with different people;
- Learn to share knowledge and contribute as part of the group;
- Practice 'professional attributes' in controlled environment;
- Empower students for future employment.

F·R·I·E·N·D·S



GROUPING OF YR 2

2014/15

Random allocation of CEO, CFO, CCO, COO roles;

2015/16

Students were nominated in previous year to take certain roles and could complete the group formation as they preferred;

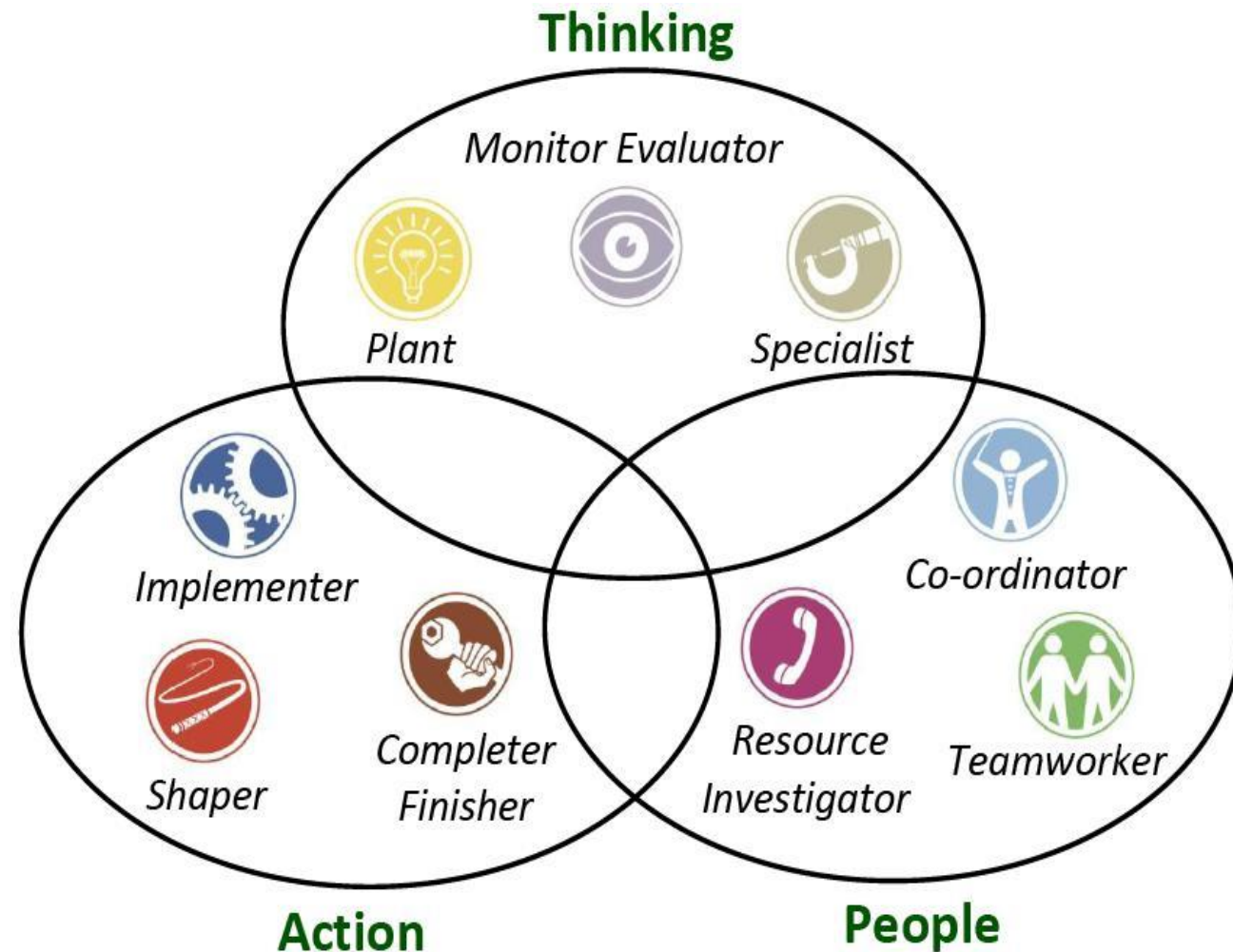
2016/17

Same as in previous year.












**GROUP
PERFORMANCE
WAS
OBSERVED
IN RELATION
TO BELBIN 14-17
AND MBTI 17/18**

BELBIN ROLES



Dr Meredith Belbin studied team-work for many years, and he famously observed that people in teams tend to assume different "team roles." He defined a team role as "a tendency to behave, contribute and interrelate with others in a particular way" and named nine such team roles that underlie team success.

BELBIN ROLES.. CONT

			Team Role Contribution	Allowable Weakness
Thinking	Plant	PL 	<i>Creative, imaginative, free-thinking. Generates ideas & solves hard problems.</i>	<i>Ignores incidentals. Too pre-occupied to fully communicate.</i>
	Monitor Evaluator	ME 	<i>Sober, strategic and discerning. Sees all options and judges accurately.</i>	<i>Lacks drive and ability to inspire others. Can be overly critical.</i>
	Specialist	SP 	<i>Single-minded, self-starting, dedicated. Provides rare knowledge and skills.</i>	<i>Contributes only on a narrow front. Dwells on technicalities.</i>
Action	Shaper	SH 	<i>Challenging, dynamic, thrives on pressure. Has drive to overcome obstacles.</i>	<i>Prone to provocation. Offends people's feelings.</i>
	Implementer	IMP 	<i>Practical, reliable, efficient. Turns ideas into actions and organizes tasks.</i>	<i>Somewhat inflexible. Slow to respond to new possibilities.</i>
	Completer Finisher	CF 	<i>Painstaking, conscientious, anxious. Finds errors. Polishes and perfects.</i>	<i>Inclined to worry unduly. Reluctant to delegate.</i>
People	Coordinator	CO 	<i>Mature, confident, identifies talent. Clarifies goals. Delegates effectively.</i>	<i>Can be seen as manipulative. Offloads own share of the work.</i>
	Team Worker	TW 	<i>Co-operative, perceptive and diplomatic. Listens and averts friction.</i>	<i>Indecisive in crunch situations. Avoids confrontation.</i>
	Resource Investigator	RI 	<i>Outgoing, enthusiastic, communicative. Explores opportunities, develops contacts.</i>	<i>Over-optimistic. Loses interest once initial enthusiasm expires.</i>

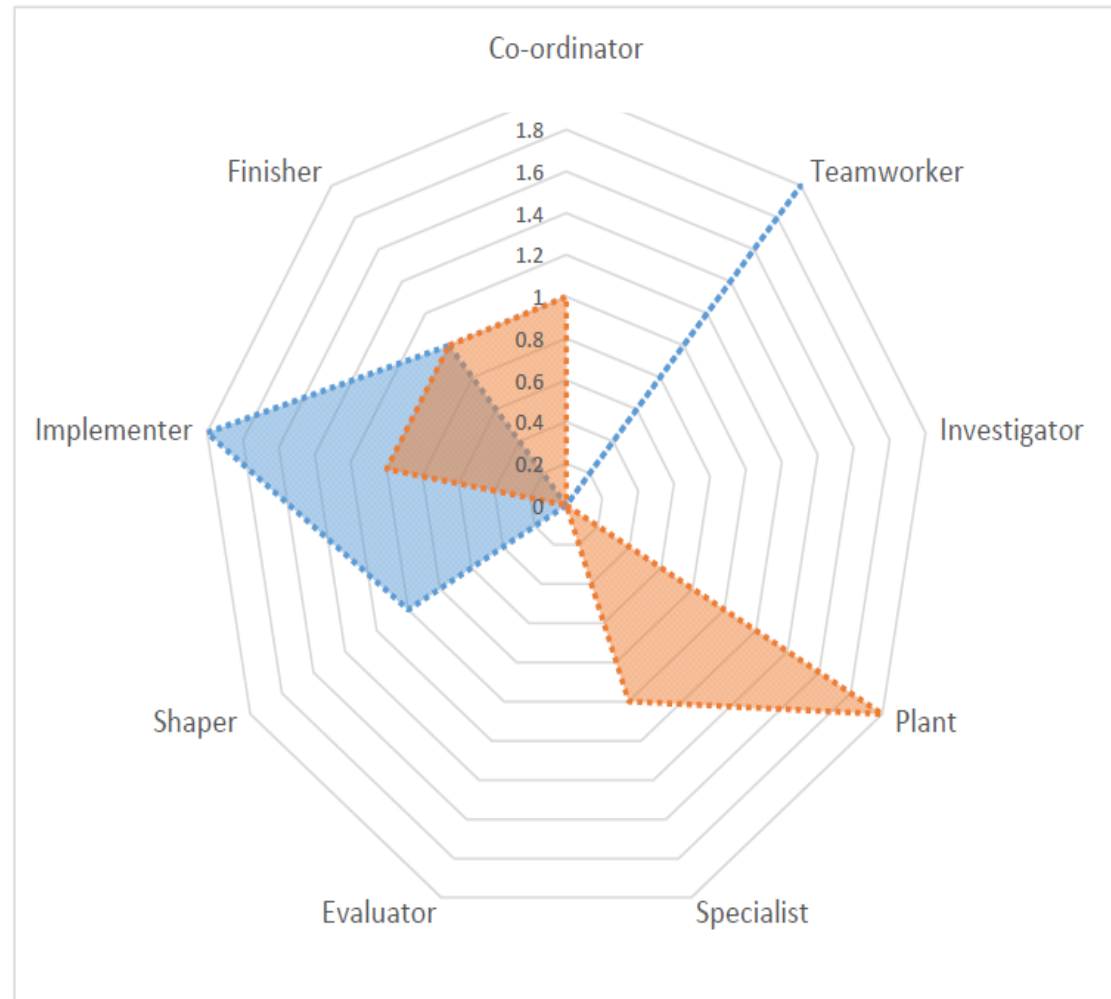
BELBIN – SPIDERGRAM EXPLAINED

Company: EXAMPLE

Senior's Name	Primary	Secondary
AA	Teamworker	Co-ordinator
BB	Complete Finisher	Implementer
CC	Teamworker	Plant

Junior's Name	Primary	Secondary
DD	Implementer	Complete Finisher
EE	Implementer	Plant
FF	Shaper	Specialist

Roles	Primary	Secondary
Co-ordinator		1
Teamworker	2	
Investigator		
Plant		2
Specialist		1
Evaluator		
Shaper	1	
Implementer	2	1
Finisher	1	1



TOP GROUPS

1ST PLACE

Based on these activities:

Grouping

Project Pitch

HR & Marketing

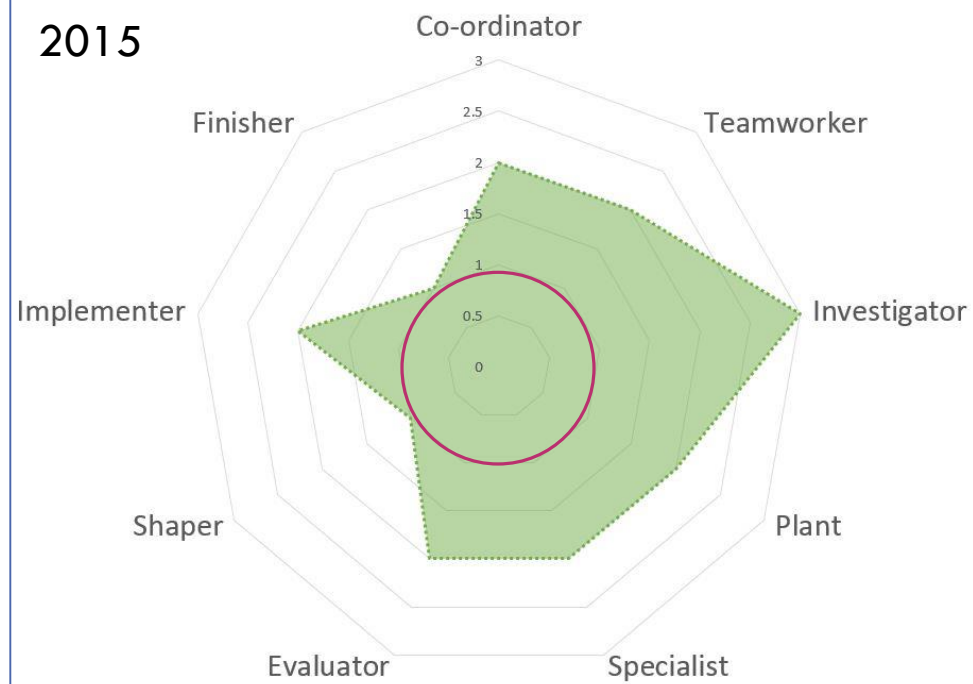
Employment Day

Day-to-Day Group Work

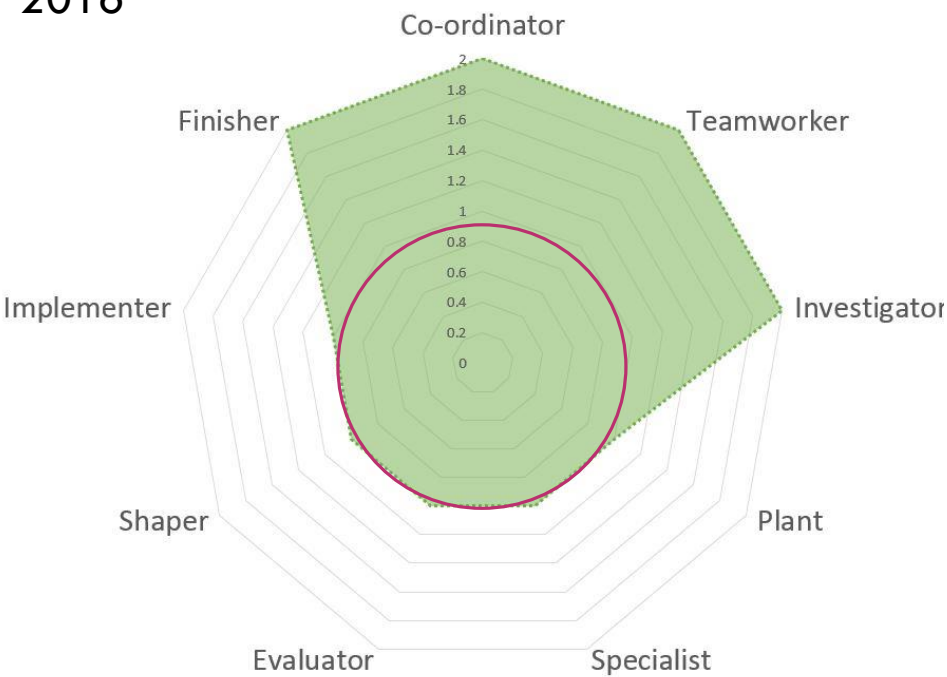
Presentation & Report

Peer Review

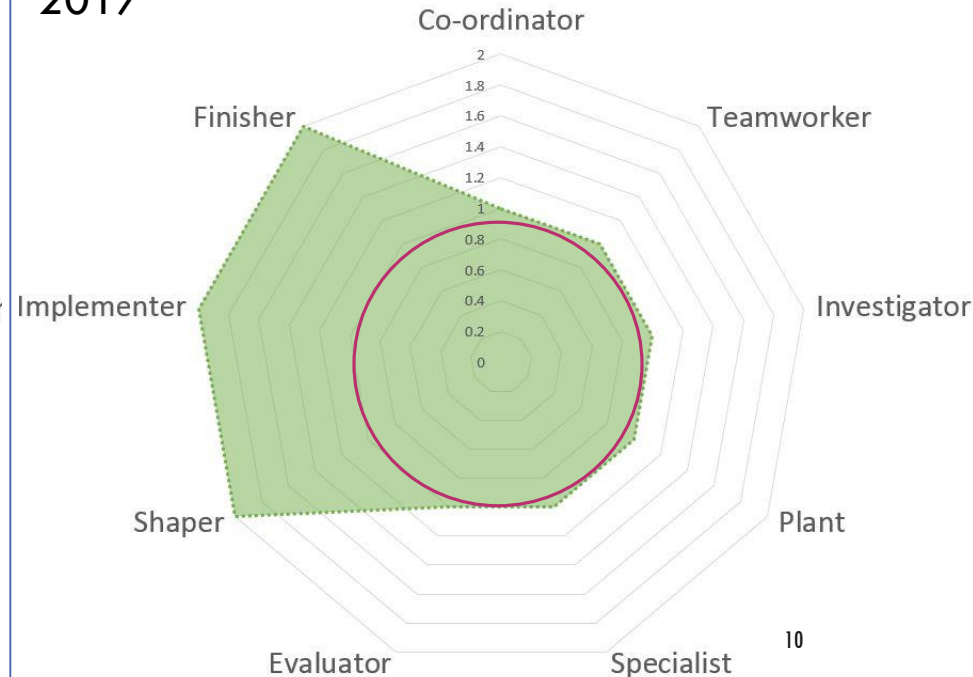
2015



2016



2017



TOP GROUPS

2ND PLACE

Based on these activities:

Grouping

Project Pitch

HR & Marketing

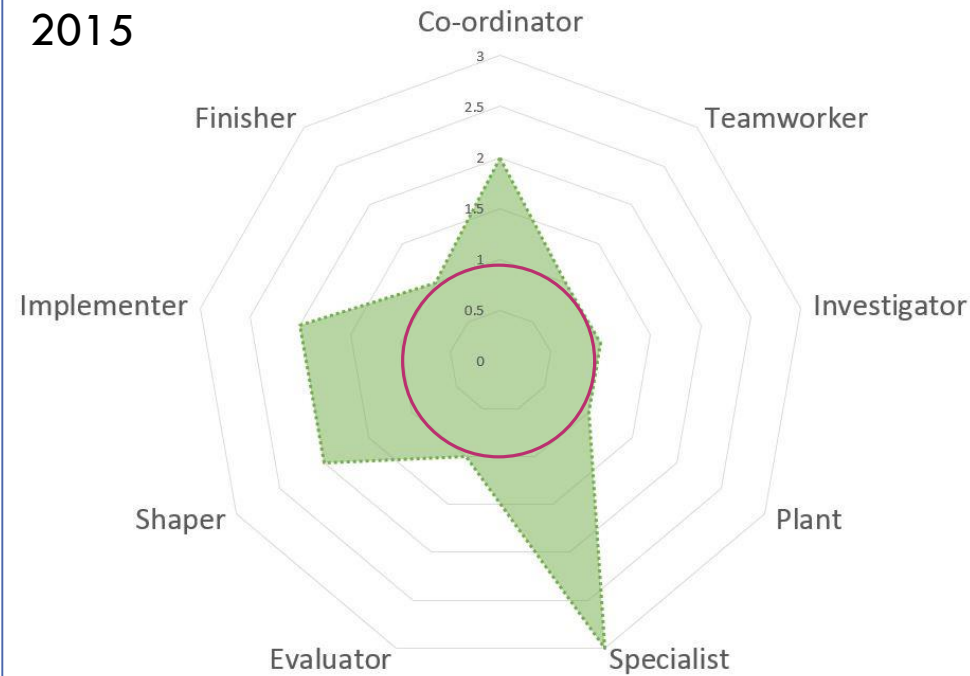
Employment Day

Day-to-Day Group Work

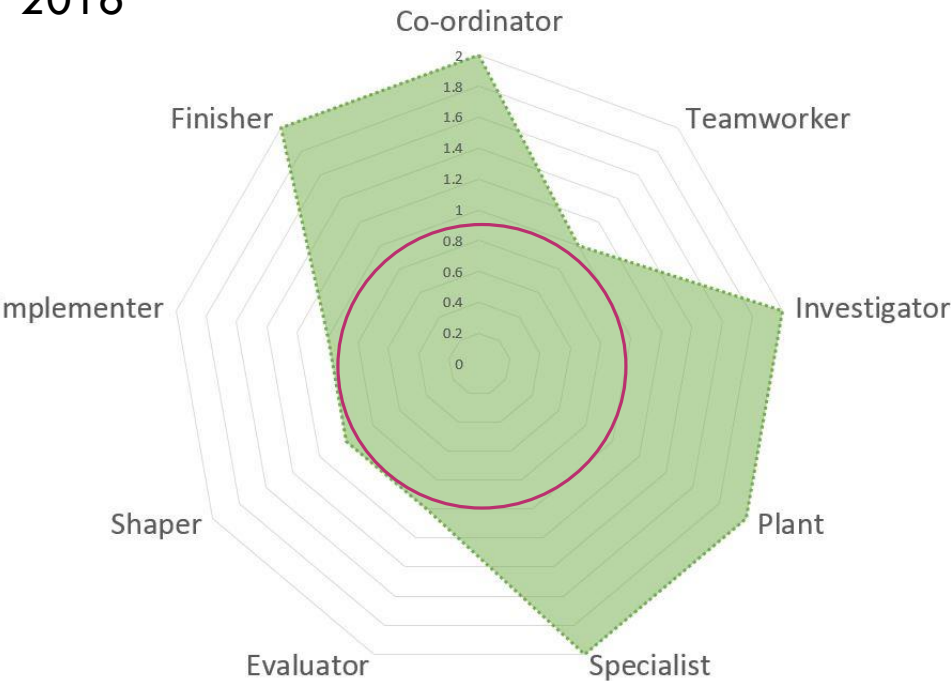
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Peer Review

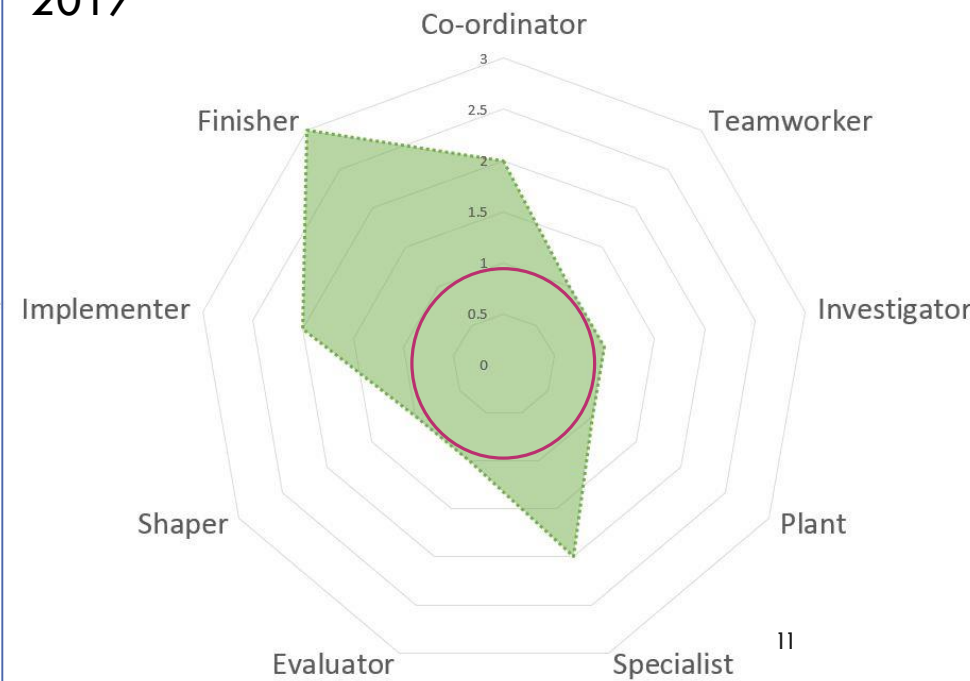
2015



2016



2017



TOP GROUPS

3RD PLACE

Based on these activities:

Grouping

Project Pitch

HR & Marketing

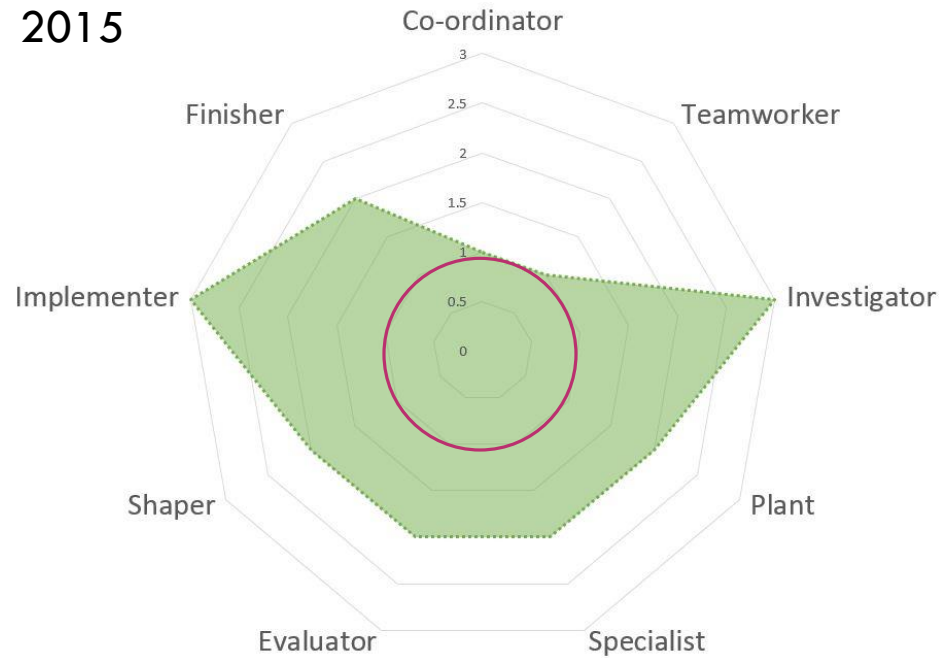
Employment Day

Day-to-Day Group Work

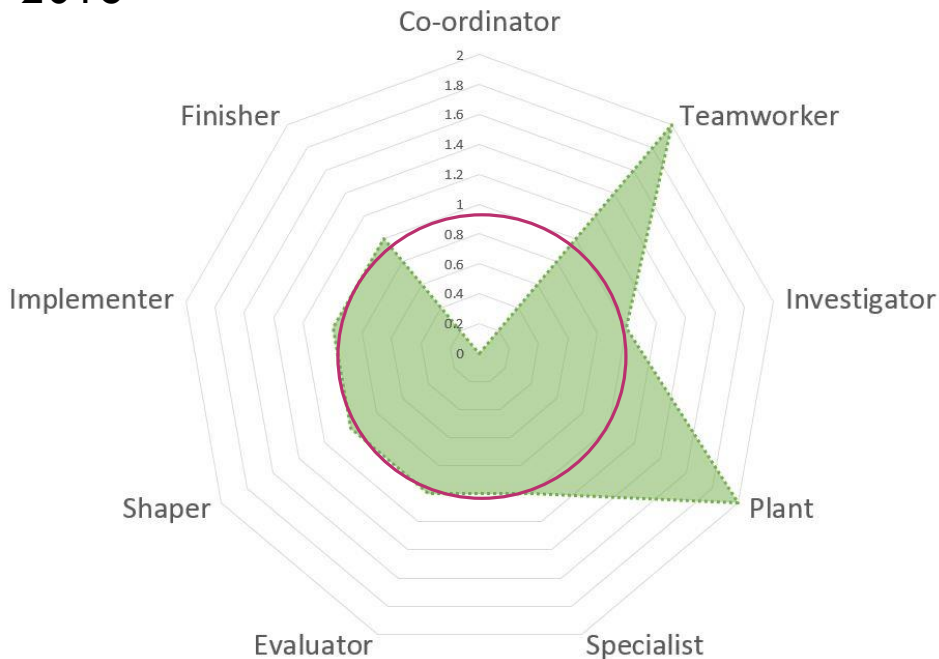
Presentation & Report

Peer Review

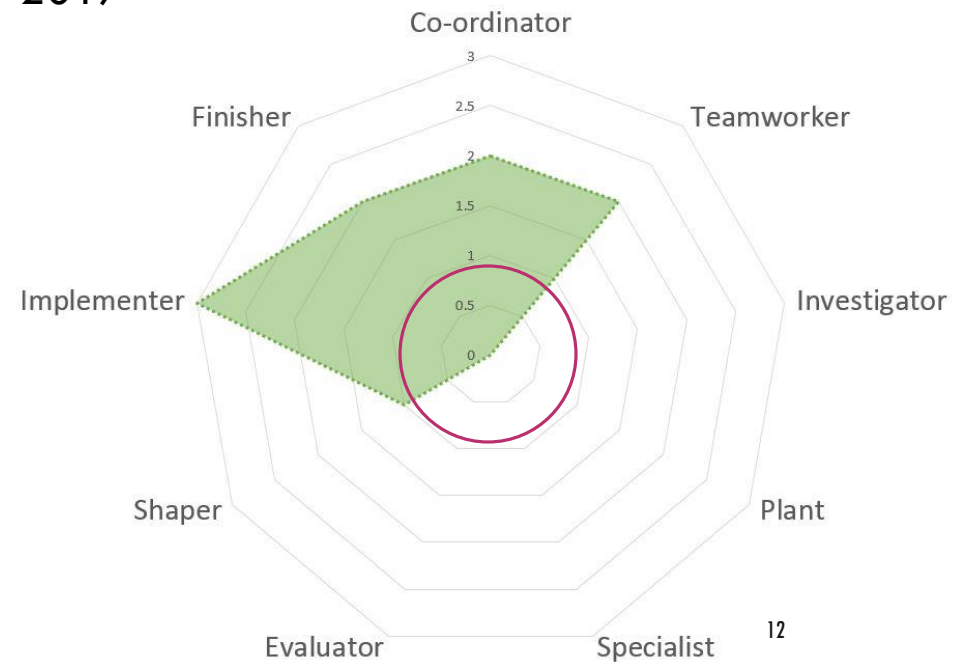
2015

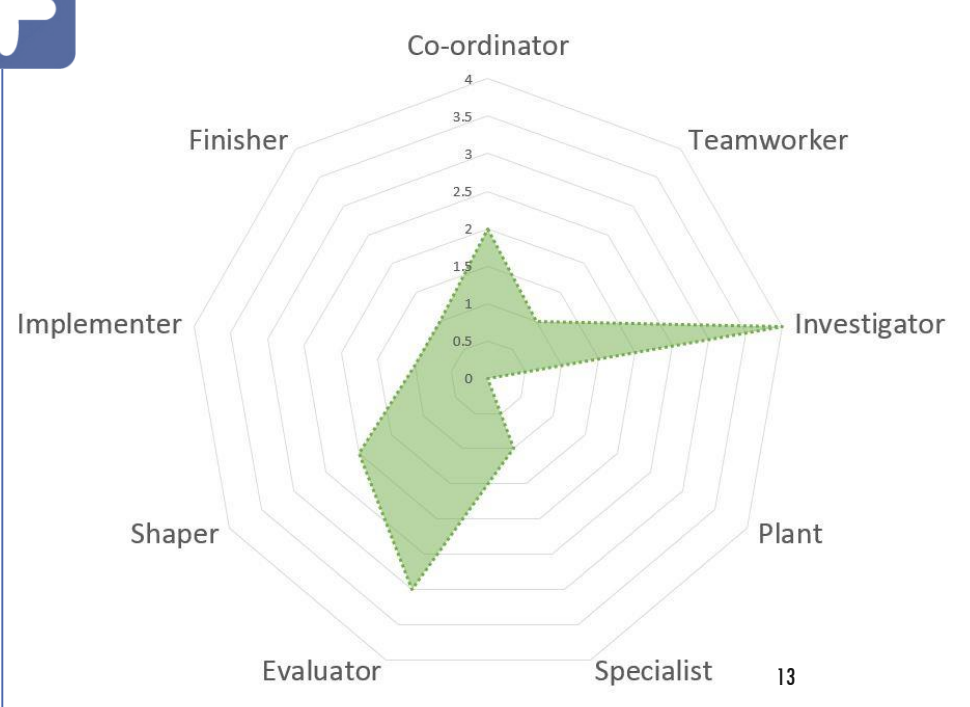
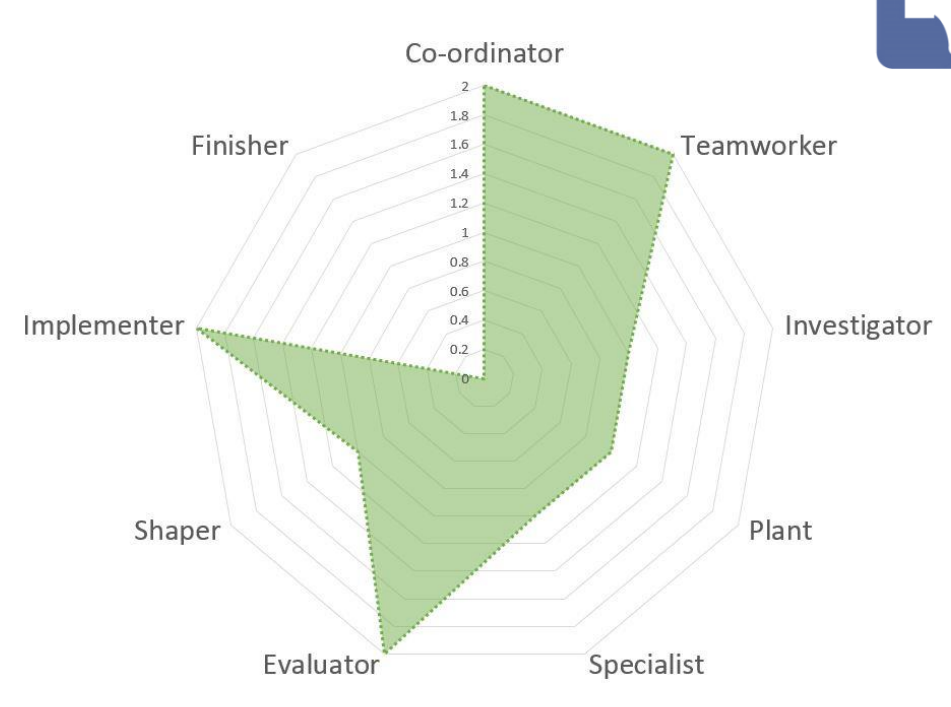
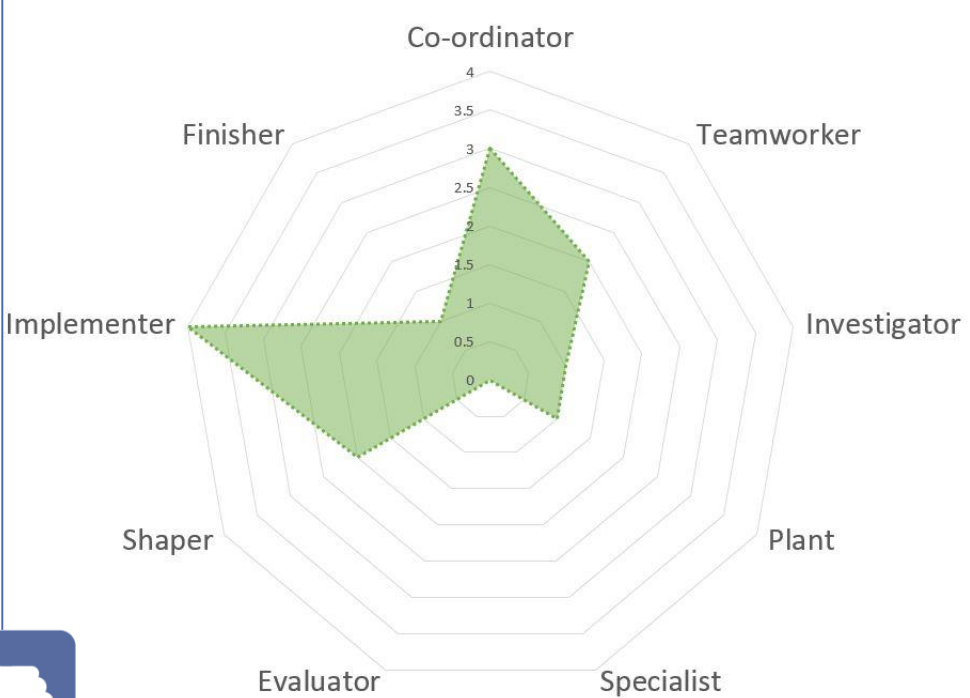
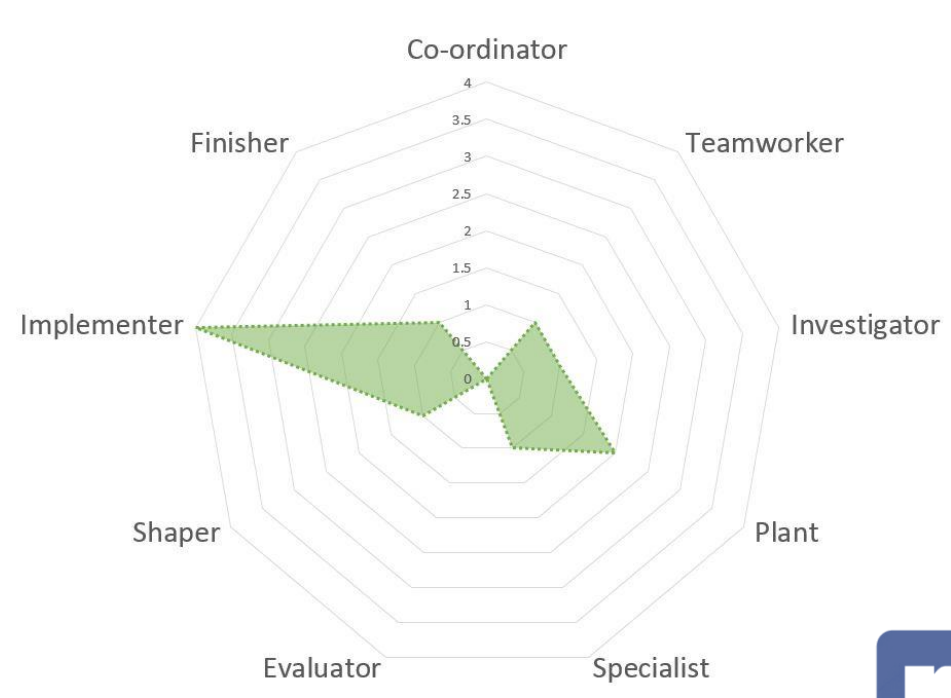


2016



2017





BELBIN - CONCLUSION

Uniform distribution of Primary & Secondary Roles:

1 or 2 **Finishers** – highly important for success;

1 or 2 **Specialists & Implementers** – important for success;

1 or 2 **Co-ordinators & Teamworkers** – is enough;

1 **Investigator** is enough;

Plant, Evaluator & Shaper were not found to play an important role in GBP.

Personal preferences and ‘getting along’ can not be predicted by Belbin, however may be observed by the lecturer.

Ensure to eliminate any ‘minorities’ in the group, i.e.

- Friends / couples
- Poor attendees / performers
- Mature students

MYERS-BRIGGS TYPE INDICATOR ® (MBTI)

MBTI is a personality inventory based on the theory of psychological types described by C. G. Jung. 'The essence of the theory is that **much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic differences in the ways individuals prefer to use their perception and judgment.**' '..If people differ systematically in what they perceive and in how they reach conclusions, then it is only reasonable for them to differ correspondingly in their interests, reactions, values, motivations, and skills.' MBTI 2017

Extraversion (E) - Introversion (I)

How we prefer to direct our attention and energy

Sensing (S) - Intuition (N)

How we prefer to observe the world

Thinking (T) - Feeling (F)

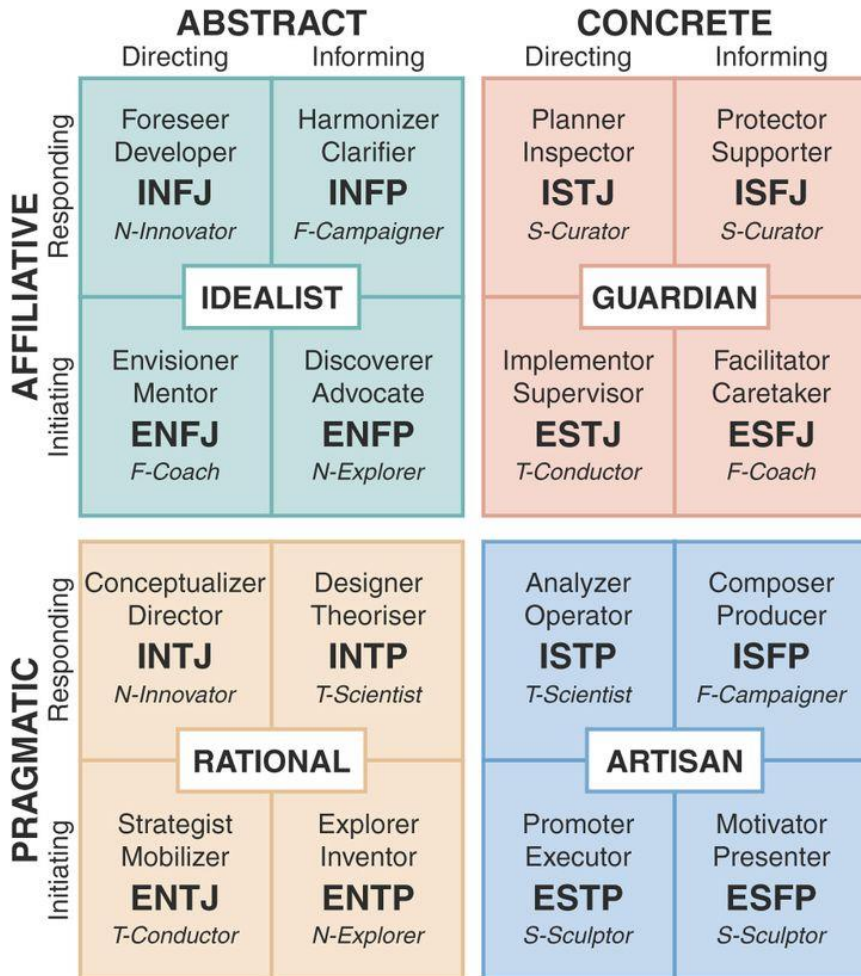
How we prefer to make decisions

Judging (J) - Perceiving (P)

How we prefer to orient ourselves on life

<http://www.talkingabout.com.au/MBTI>

MBTI TYPES



MBTI Type	Team Role	Function	Belbin Equivalent (Higgs, 1996)
ESFJ/ENFJ	Coach	Harmonising	Team Worker
ISFP/INFP	Crusader	Campaigning	no equivalent
ENTP/ENFP	Explorer	Exploring	Resource Investigator
INTJ/INFJ	Innovator	Innovating	no equivalent
ESFP/ESTP	Sculptor	Activating	no equivalent
ISFJ/ISTJ	Curator	Curating	Monitor Evaluator, Implementer
ESTJ/ENTJ	Conductor	Conducting	Co-ordinator, Complete Finisher, Implementer
ISTP/INTP	Scientist	Analysing	no equivalent

SAMPLE DATA & GROUPING FOR 2018

Sample size = 32

Female = 14

Male = 18

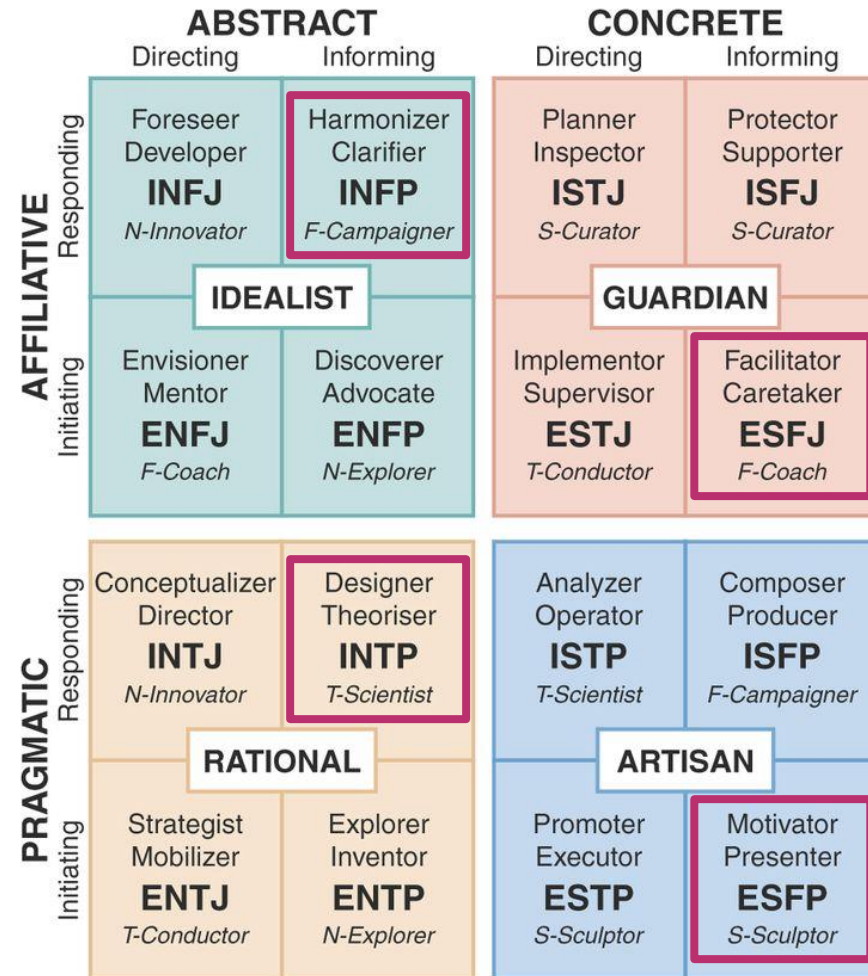
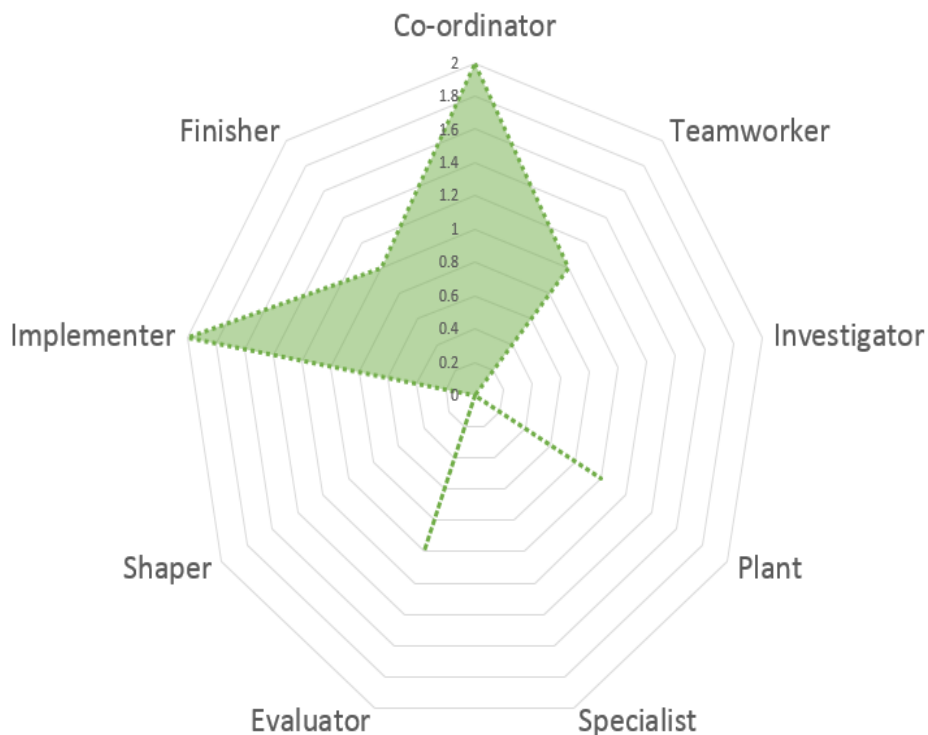
Groups = 8

Members = 4

	Belbin Type	Primary	Secondary	Total Number	MBTI Type	Role	Total Number
People	Co-ordinator	2 3	5	8	ESFJ/ENFJ	Coach	8
	Teamworker	5	5	10	ISFP/INFP	Crusader	4
	Investigator	5	1	6	ENTP/ENFP	Explorer	1
Thinking	Plant	3	2	5	INTJ/INFJ	Innovator	4
	Specialist	3 1	4	5	ESFP/ESTP	Sculptor	6
	Evaluator	4	3	7	ISFJ/ISTJ	Curator	2
Action	Shaper	3	2	5	ESTJ/ENTJ	Conductor	3
	Implementer	4 5	6	11	ISTP/INTP	Scientist	4
	Finisher	1 3	4	7			

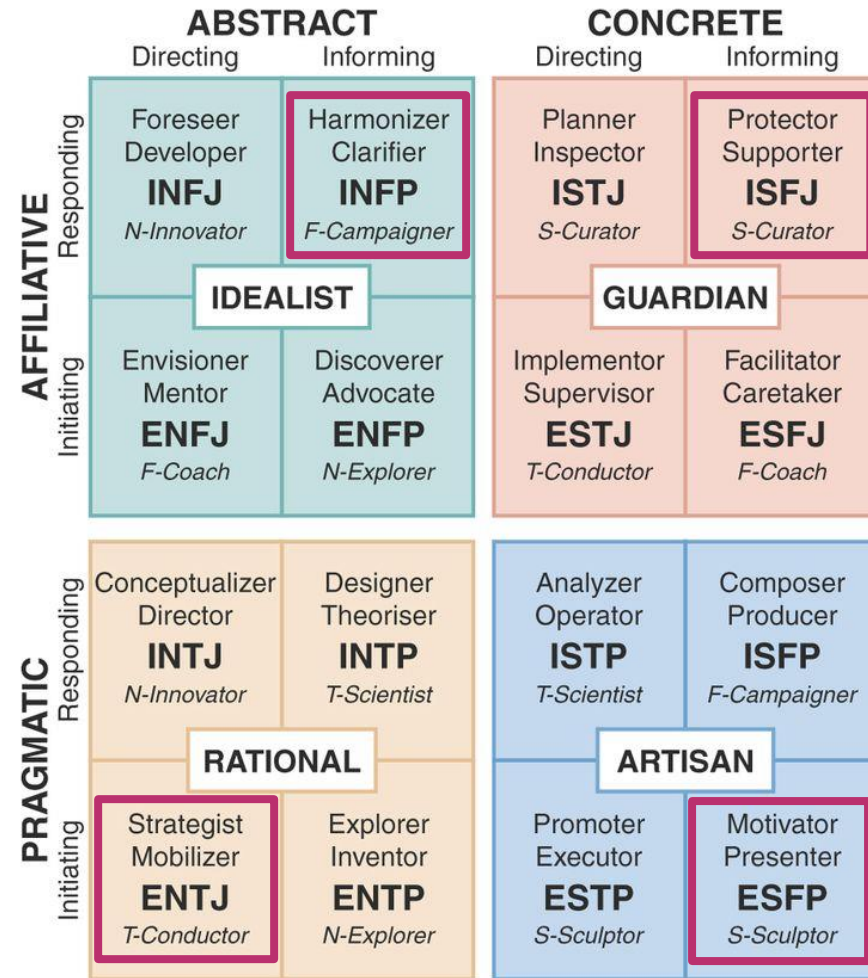
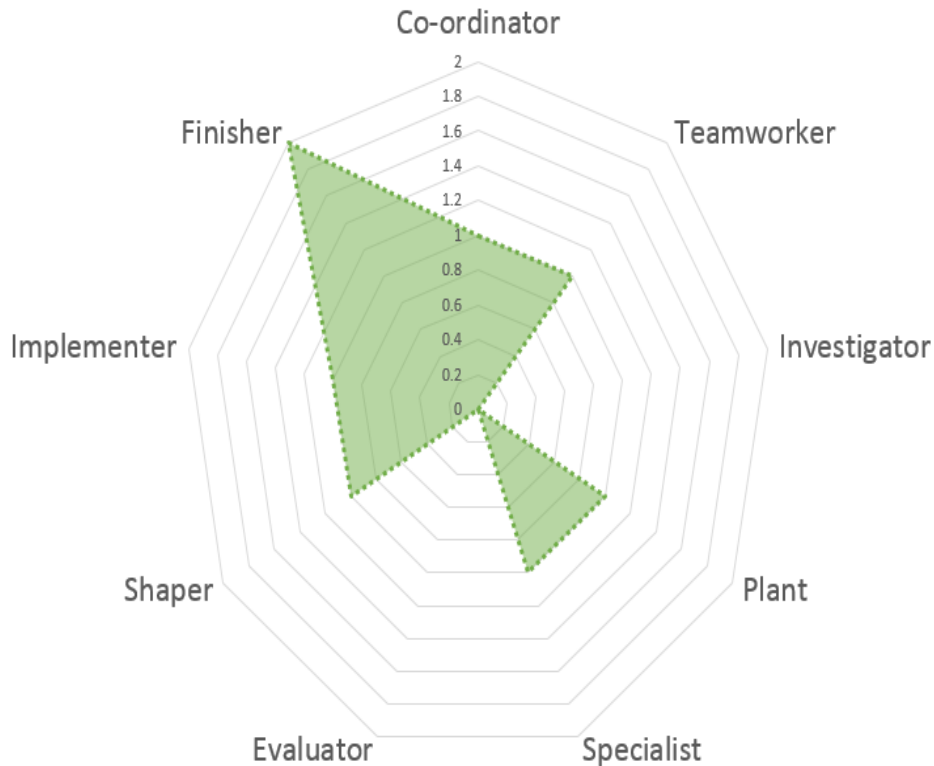
TOP GROUP COMPOSITION 2018

BELBIN + MBTI (1)



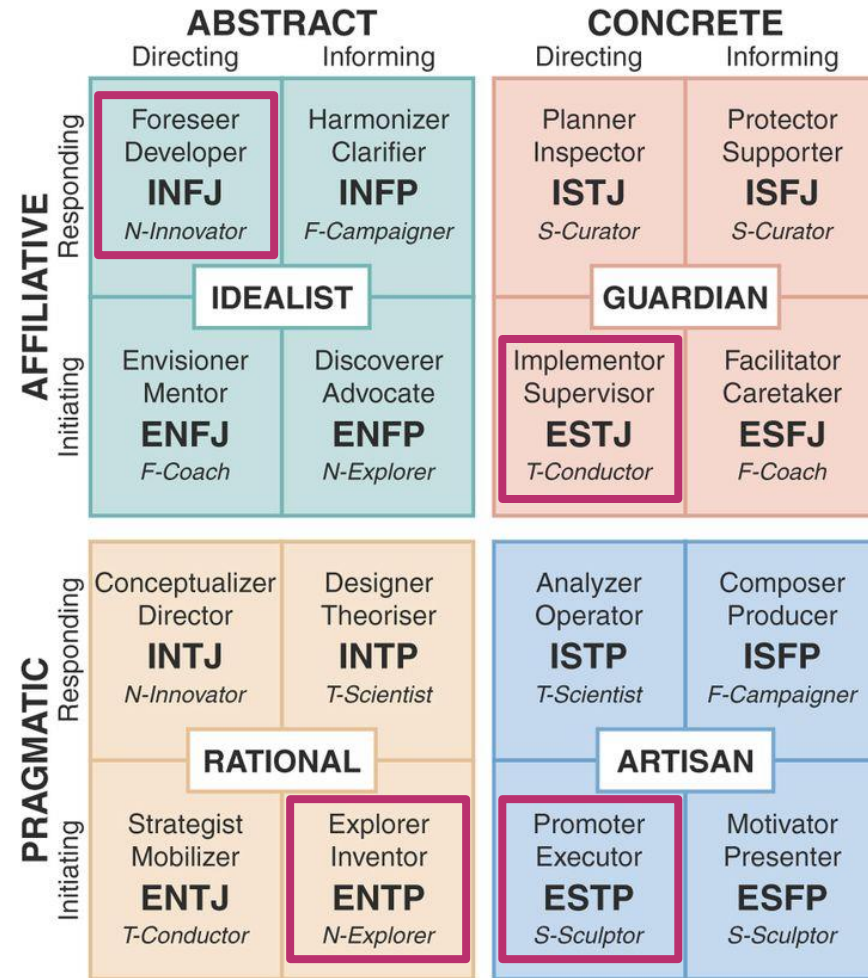
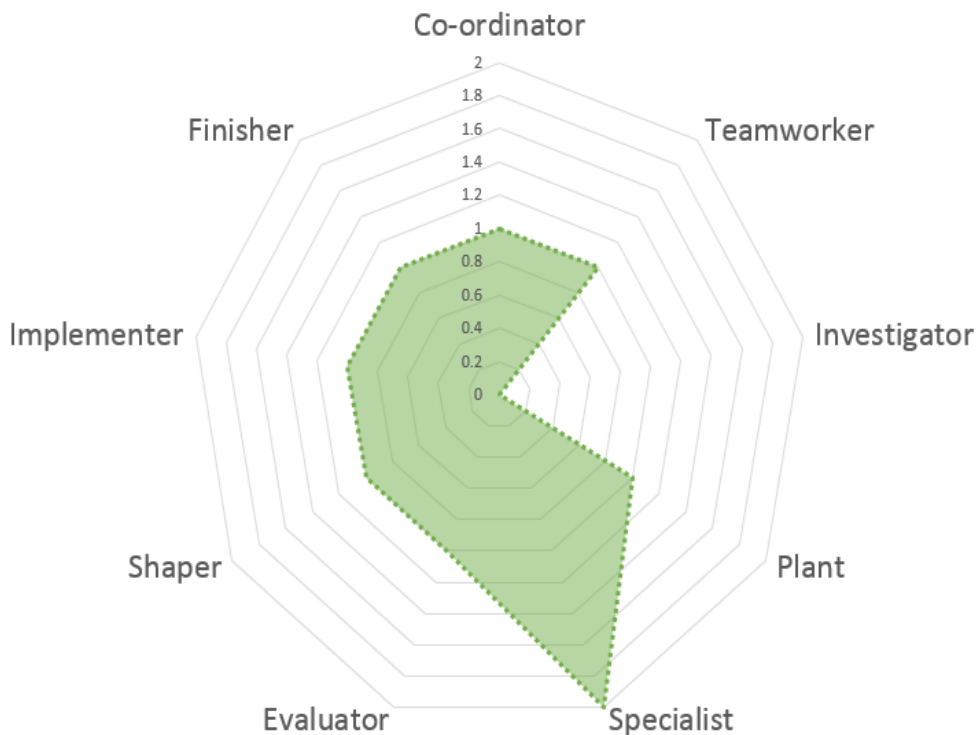
TOP GROUP COMPOSITION 2018

BELBIN + MBTI (2)



TOP GROUP COMPOSITION 2018

BELBIN + MBTI (3)



MBTI - CONCLUSION

There is no direct correlation between the MBTI & Belbin types;

MBTI types can be used in conjunction with Belbin types (see Belbin Conclusions), however there is no strong grounds to Belbin compilation;

To gain a well balanced group (best works for 4 & 8 people), ensure that each individual represents different MBTI quadrant, Idealist, Guardian, Rational, Artisan and one of 8 roles (see MBTI types);

MBTI & Belbin types in combination can be used to compile a well-adjusted group, hopefully which will act as a team on some levels and gain's academic success;

!!! This still is unable to predict personal people's preferences towards each other and unfortunately can not guarantee a 'happy group'.

SUCCESSFUL GROUP SELECTION FRAMEWORK

1

Belbin & MBTI

Let students perform the tests, collate answers and choose a group size of 4, 6 or 8.

2

Finishers (ESTJ)

Assign based on Belbin Primary (and Secondary) types: 1 per group.

3

Co-ordinators (ENTJ)

Assign group leader role based on Belbin Primary (and Secondary) types: 1 per group & different member from Step 2.

4

Specialists

Assign based on Belbin Primary and Secondary types: 1 or 2 per group & different member from Step 2-3.

5

Implementers

Assign based on Belbin Primary and Secondary types: 1 or 2 per group & different member from Step 2-4.

6

MBTI Quadrants

For Steps 2-5 check that selected students represent different MBTI quadrants: Idealist, Guardian, Rational, Artisan.

7

MBTI Roles

For Steps 2-6 Check that selected students represent different MBTI roles: Coach, Campaigner, Explorer, Innovator, Sculptor, Curator, Conductor, Scientist.

8

Group Adjustments

Ensure balance and prevent exclusion based on: Friends, Gender, Attendance, Performance, Ethnicity, Background, Disabilities, Maturity, Intolerance, etc.

9

Assign tasks / roles to individuals

Base judgement on student's personality type and your judgement.

Prior introduction of students to Belbin, MBTI, Maslow's Hierarchy of Needs and Tuckman's Development Sequence of Small Groups may be beneficial!

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**THANK YOU
QUESTIONS PLEASE?!**

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