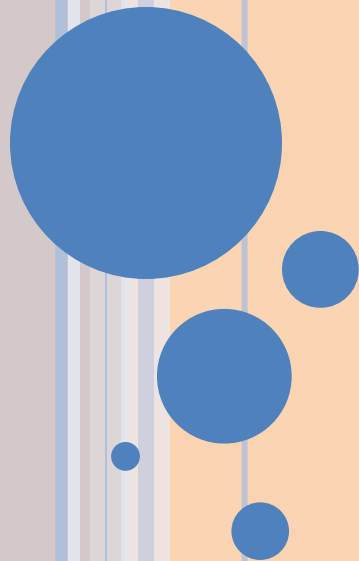


# TEAM ROLES

*“COMING TOGETHER IS A BEGINNING. KEEPING TOGETHER IS PROGRESS. WORKING TOGETHER IS SUCCESS”*

*HENRY FORD*

Tamene Keneni Walga  
Tatiana Aleshkovskaya  
Ksenia Steblovskaya



# DEFINITIONS

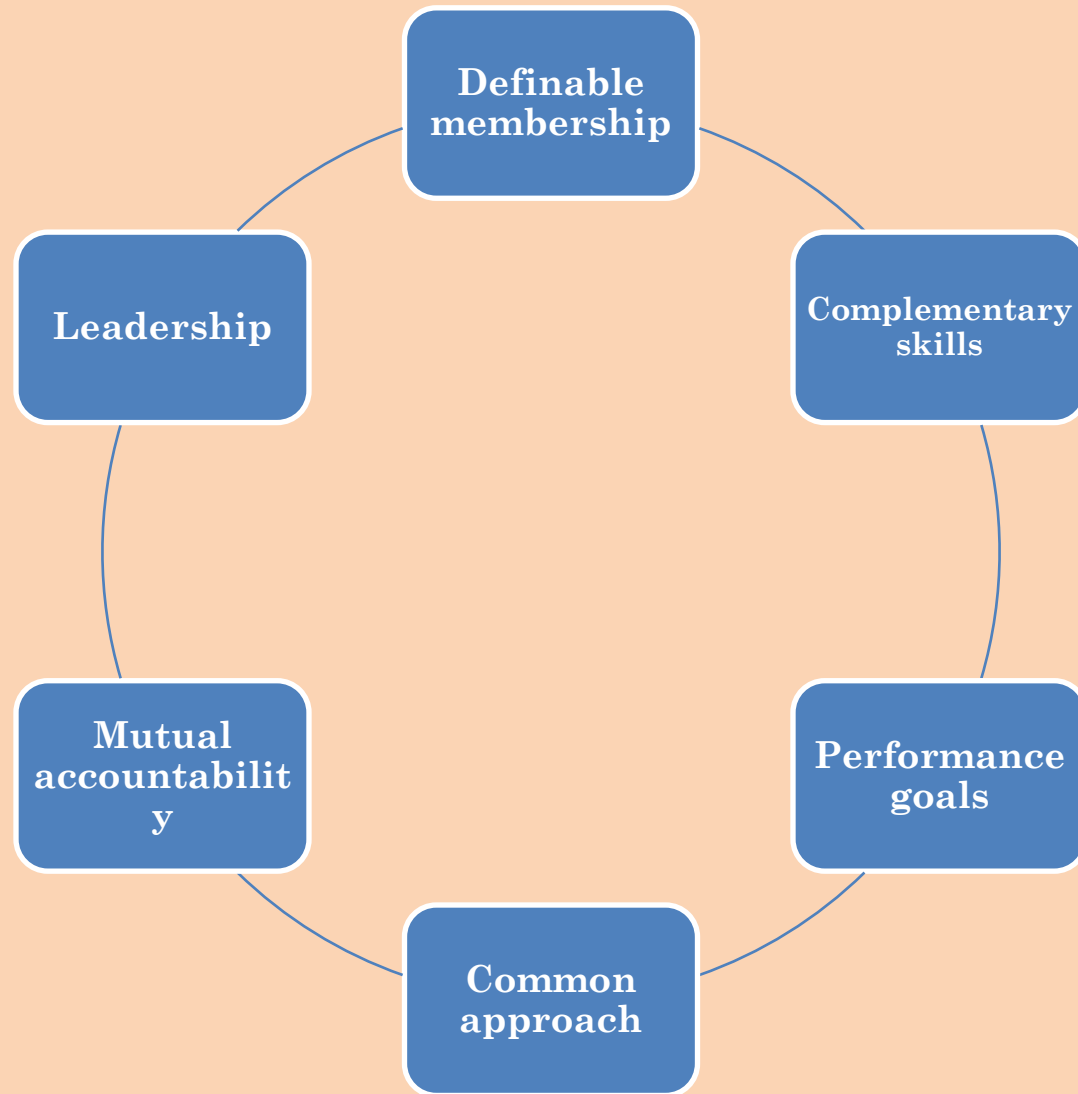
## **Team:**

- A small group of people with complementary skills, who work together to achieve a shared purpose and hold themselves mutually accountable for performance results.
- Two or more people who interact with each other to accomplish certain goals or meet certain needs

**Teamwork** - the process of people actively working together to accomplish common goals



# KEY ELEMENTS OF A WORK TEAM



# WORK GROUP VS. WORK TEAM

<b>Work group</b>	<b>Work team</b>
Individual accountability	Individual and mutual accountability
Come together to share information and perspectives	Frequently Come together for discussion, decision-making, problem-solving and planning
Focus on individual goals	Focus on team goals
Produce individual work products	Produce collective work products
Define individual roles, responsibilities and tasks	Define individual roles, responsibilities and tasks to help team do its work; often share and rotate them
Concern with one's own outcome and challenges	Concern with outcomes of everyone and challenges the team faces
Purpose, goals, approach to work shaped by manager	Purpose, goals, approach to work shaped by team leader with team members



# ADVANTAGES OF WORKING IN TEAMS

Tasks are accomplished at a faster pace when it is done by a team rather than an individual

There is always a healthy competition among the team members

Team work is also important to improve the relations among the employees

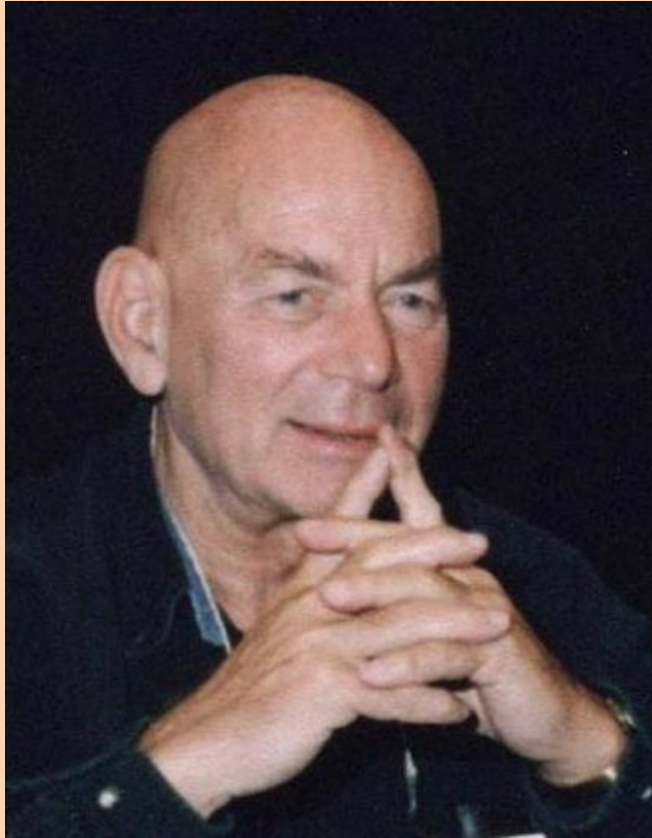
Team members can also gain from each other

Work never suffers or takes a backseat in a team

Teams contribute to Innovation



## W. SCHUTZ THEORY OF **FIRO** TEAM ROLES



**Will Schutz**

In his book “A Three-Dimensional Theory of Interpersonal Behavior” (1958) introduced **FIRO** theory.

FIRO theory assumes that people play roles in teams depending on their own interpersonal needs in relation to the interpersonal needs of other team members.



# **FIRO TEAM ROLE DESCRIPTION**

- ▣ **Clarifier**
- ▣ **Tension-Reducer**
- ▣ **Individualist**
- ▣ **Director**
- ▣ **Questioner**
- ▣ **Rebel**
- ▣ **Encourager**
- ▣ **Listener**

- ▣ **Cautioner**
- ▣ **Initiator**
- ▣ **Energizer**



# BELBIN TEAM ROLES THEORY

**Team role** is a tendency to behave, contribute and interrelate with others in a particular way.

<http://www.belbin.com/rte.asp>





Teams should be selected to get a good mix of team roles.

**! BALANCE** is a key  
To take one team from start to finish each type of team role should be present and be in balance.



Meredith Belbin



Team Role	Contribution	Allowable Weaknesses
<b>Plant</b> 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
<b>Resource Investigator</b> 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
<b>Co-ordinator</b> 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
<b>Shaper</b> 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.

<b>Monitor Evaluator</b>		<p>Sober, strategic and discerning. Sees all options and judges accurately.</p>	<p>Lacks drive and ability to inspire others. Can be overly critical.</p>
<b>Teamworker</b>		<p>Co-operative, perceptive and diplomatic. Listens and averts friction.</p>	<p>Indecisive in crunch situations. Avoids confrontation.</p>
<b>Implementer</b>		<p>Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.</p>	<p>Somewhat inflexible. Slow to respond to new possibilities.</p>
<b>Completer Finisher</b>		<p>Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.</p>	<p>Inclined to worry unduly. Reluctant to delegate.</p>
<b>Specialist</b>		<p>Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.</p>	<p>Contributes only on a narrow front. Dwells on technicalities.</p>

# MARGERISON AND McCANN MODEL



Identified 9 **potential team roles**

Successful work teams have people to fill all 9 roles.

Roles are given based on **skills and preferences**



# TEAM ROLES IN MARGERISON AND McCANN MODEL



# OTHER MODELS

## Football team model

### Strikers



responsible for **achieving targets**



responsible for **application of standards**



responsible for **motivation**



# Thank you for your attention!



## TEAMWORK

When we all work together, everybody wins.

