

11th

2-4 Oct
2015

Annual
EAHAE
International
Conference

ED MEMBER QUALIFIED MEMBER
EAHAE
HORSE ASSISTED EDUCATION
HORSE DREAM®

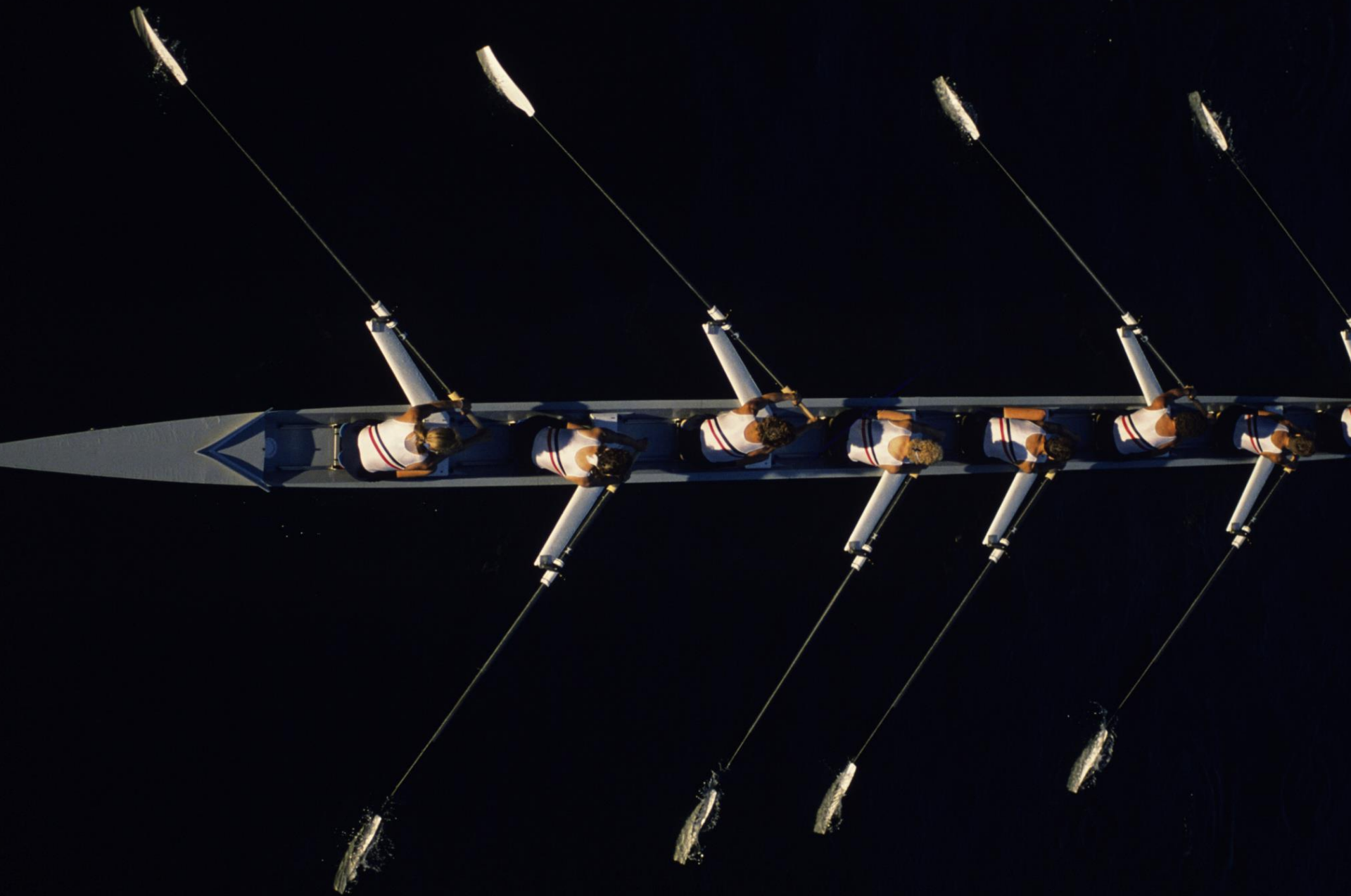


Belbin's Team Roles and Horse Assisted Team Development

Gábor Suhai













TEAM

T

TOGETHER

E

EVERYONE

A

ACHIEVES

M

MORE

Meredith Belbin

Henley Management College, UK

Separates clusters of behaviour identified, each of which formed distinct contribution to the team

Team Role: a tendency to behave, contribute and interrelate with others in a particular way


Different individuals display different Team Roles to varying degrees → profile








An effective team:


- **Members understand their own and other's strengths and weaknesses**
- **Representation of the required team roles**
- **Relationships that exploit strengths and contain weaknesses**


Team Role	Contribution	Allowable weakness
<p>PLant</p> 	<p>Creative Imaginative Free thinking Generates ideas Solves difficult problems</p>	<p>Ignores incidentals Too preoccupied to communicate effectively Reacts strongly to criticism</p>


Team Role	Contribution	Allowable weakness
<p>Resource Investigator</p> 	<p>Enthusiastic Communicative Outgoing Explores opportunities Develops contacts Access to resources</p>	<p>Over-optimistic Loses interest soon after initial enthusiasm fades</p>


Team Role	Contribution	Allowable weakness
<p>CO-ordinator</p> 	<p>Measure Confident Identifies talent, strenghts and weakness Clarifies goals Broad outlook Delegates effectively</p>	<p>Can be seen as manipulative Offloads own share of the work</p>

Team Role	Contribution	Allowable weakness
<p>SHaper</p> 	<p>Challenging and competitive Dynamic Thrives on pressure Drive and courage to overcome obstacles</p>	<p>Prone to provocation Argumentative Offends people's feelings</p>

Team Role	Contribution	Allowable weakness
<p>Monitor Evaluator</p> 	<p>Seriuos-minded Strategic Sees all options and and judges accurately Considers all factors and decide soberly</p>	<p>Lacks drive and ability to inspire others Overcritical Dry and boring</p>

Team Role	Contribution	Allowable weakness
<p>Team Worker</p> 	<p>Co-operative Perceptive and diplomatic Supportive Listens and averts friction</p>	<p>Indecisive under pressure Avoids confrontation</p>

Team Role	Contribution	Allowable weakness
<p>Completer Finisher</p> 	<p>High standards Painstaking Anxious Searches out errors Delivers on time Polishes and perfects</p>	<p>Worries and tensioned Reluctant to delegate</p>

Team Role	Contribution	Allowable weakness
<p>SPecialist</p> 	<p>Single-minded Self starting Dedicated Provides knowledge and skills in rare supply</p>	<p>Contributes only on a narrow front Lack of interest in other people</p>

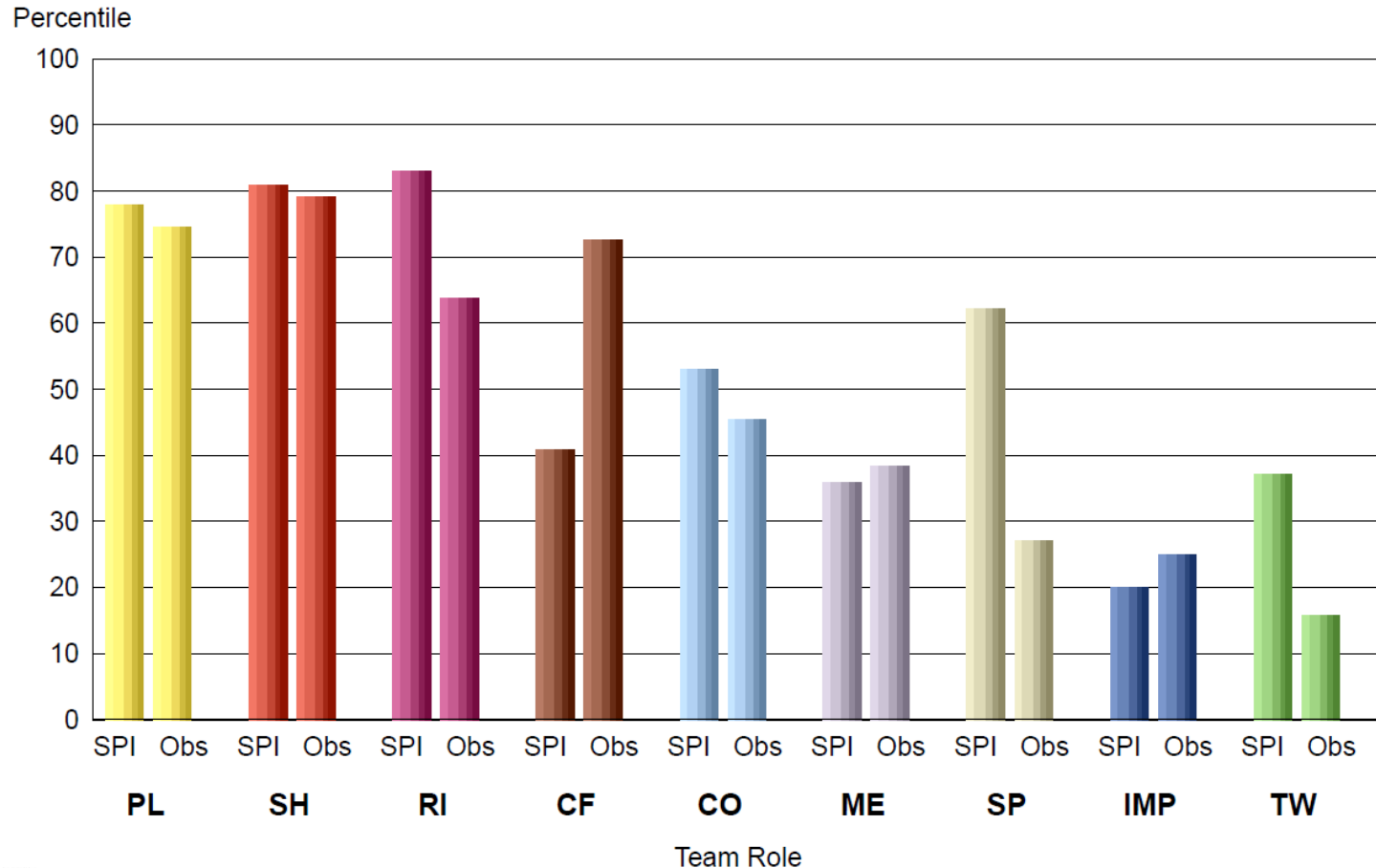


Important terms

- Contribution / Allowable weakness
- „preferred Team Roles”: frequently and naturally displayed
- “manageable Team Roles”: not the most natural course of behaviour, but which we can assume if required and might wish to cultivate
- „least preferred roles”: those we should not assume, since we’ll be playing against type
- Balance – no lack of roles and no overgrown roles!

The Assessment

- Self report and Observers's report



Outcomes for the individual



- Pushing for Change: „I like to offer new ideas and directions!”



- Innovating: „I thrive in situations where I can advocate an entirely new approach!”



- Improving: „I like to produce new and better Standards!”



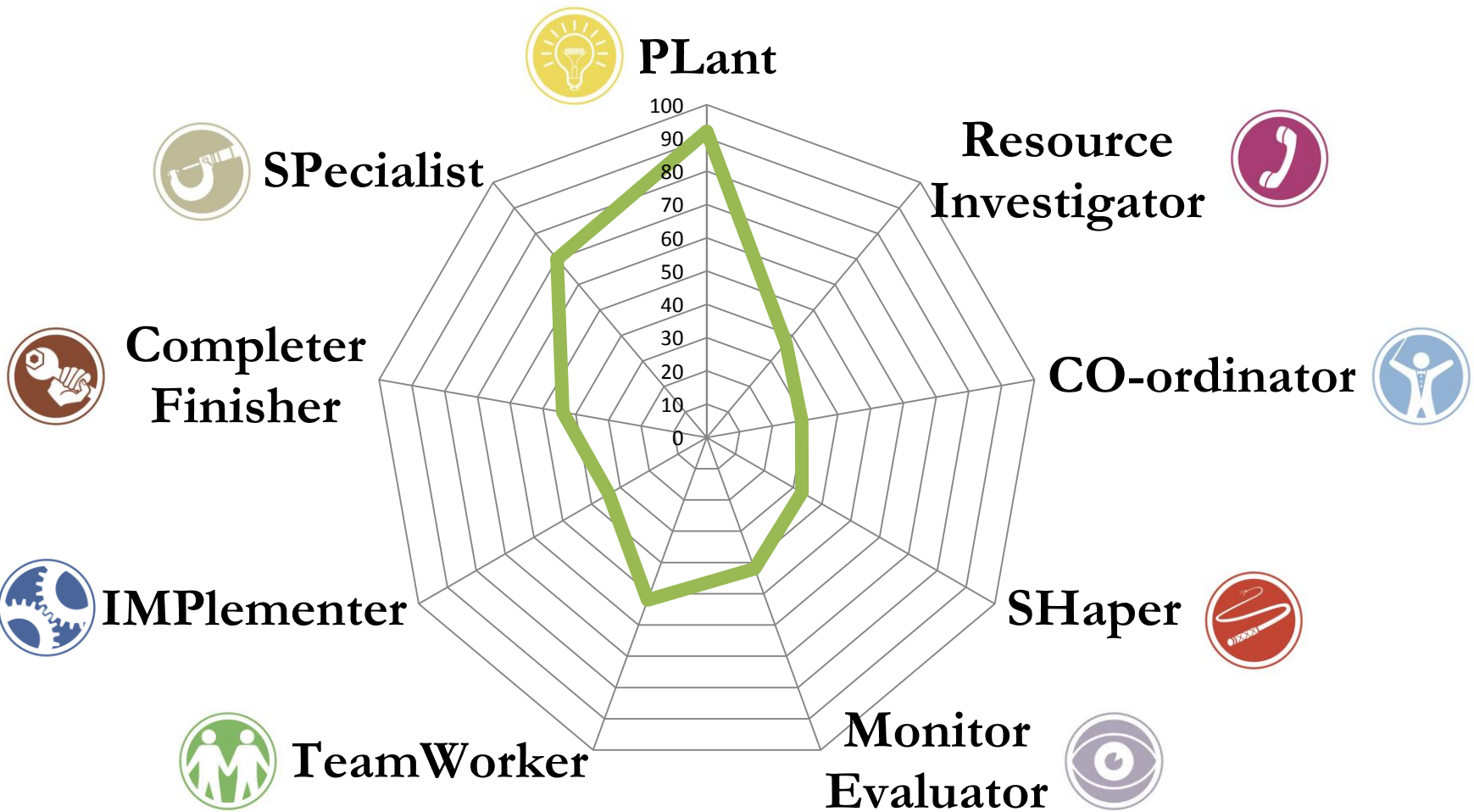
- Exploiting Opportunities: „I like to be given responsibility for grasping opportunities and driving things forward”

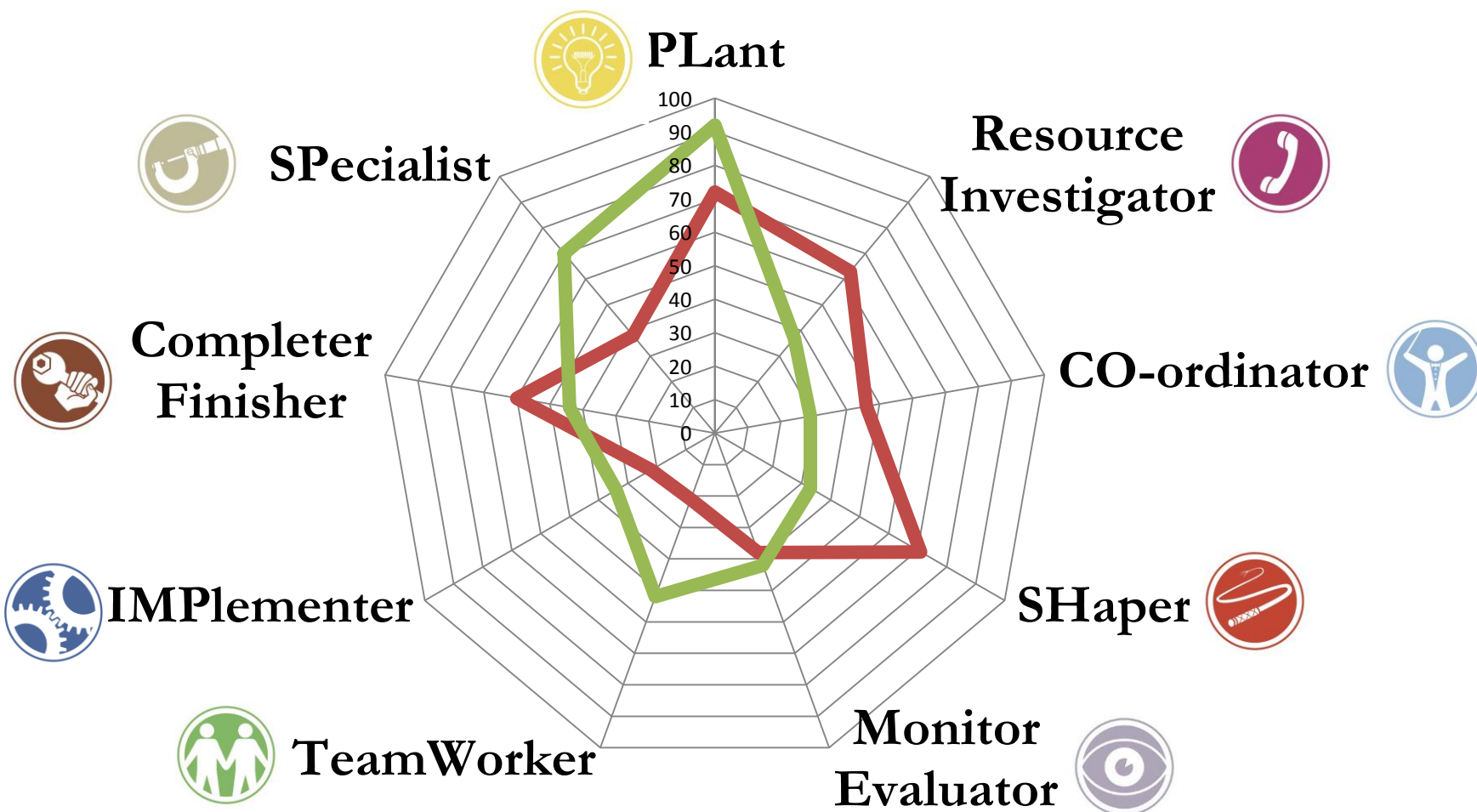
Utilize Belbin's profiles

- Comparing self report and Observers's scores
- Analyzing the individual profile
- Comparing individual profile and (work) experiences (including problems, conflicts, etc)
- Analyzing team profiles
- Changes, new challenges
- New teams, project teams
- New leader
- Seeking a new team member

... a friend of mine...

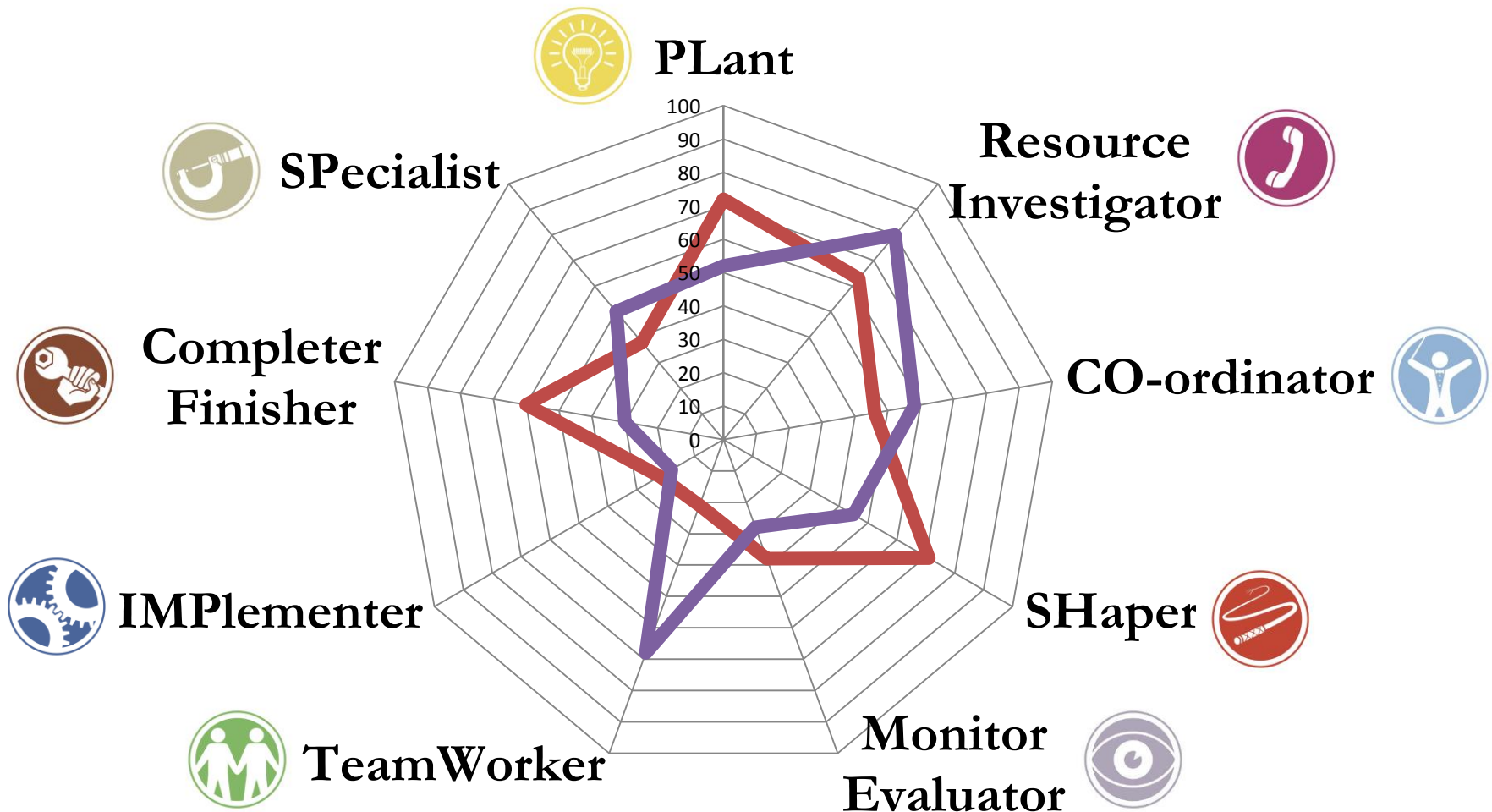
- „Trust the process”
- „I find that study can often lead to new ideas.”
- „I enjoy sharing my ideas for the benefit of the team.”
- „I like to produce new and better standards.”
- „I enjoy sharing my knowledge and expertise to help others.”



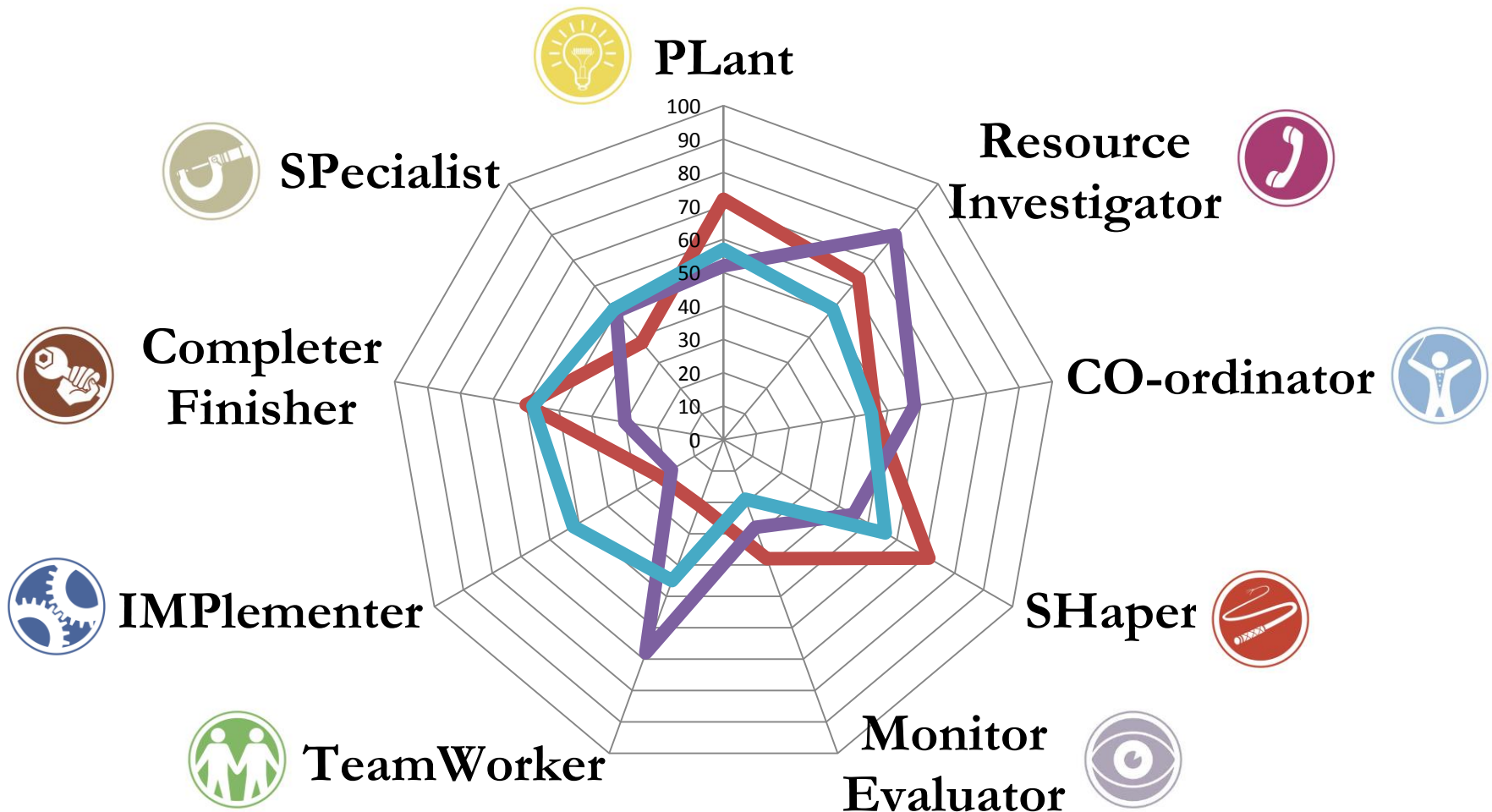


... the EQ-Skill team ...

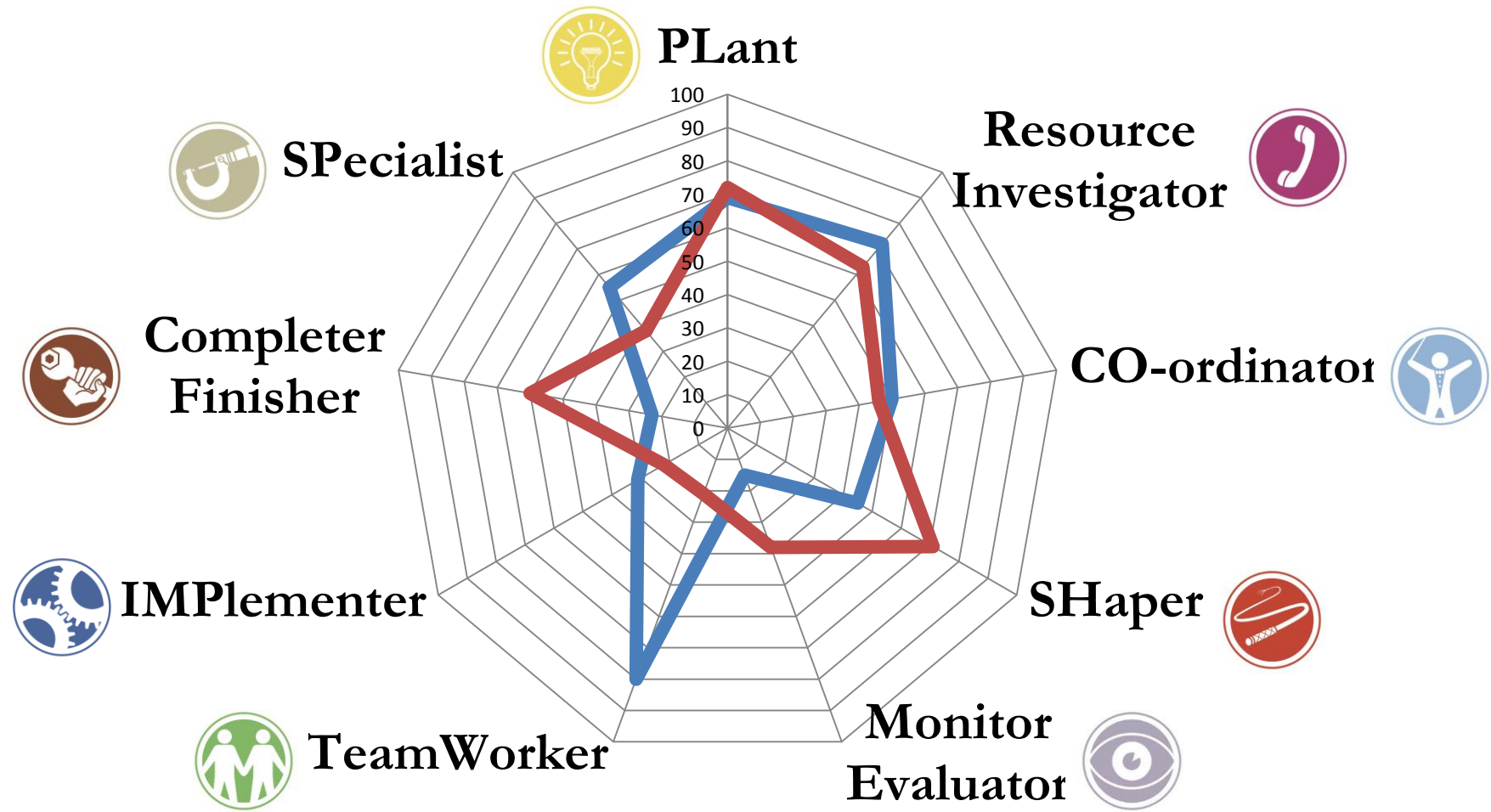
The management – stage 1



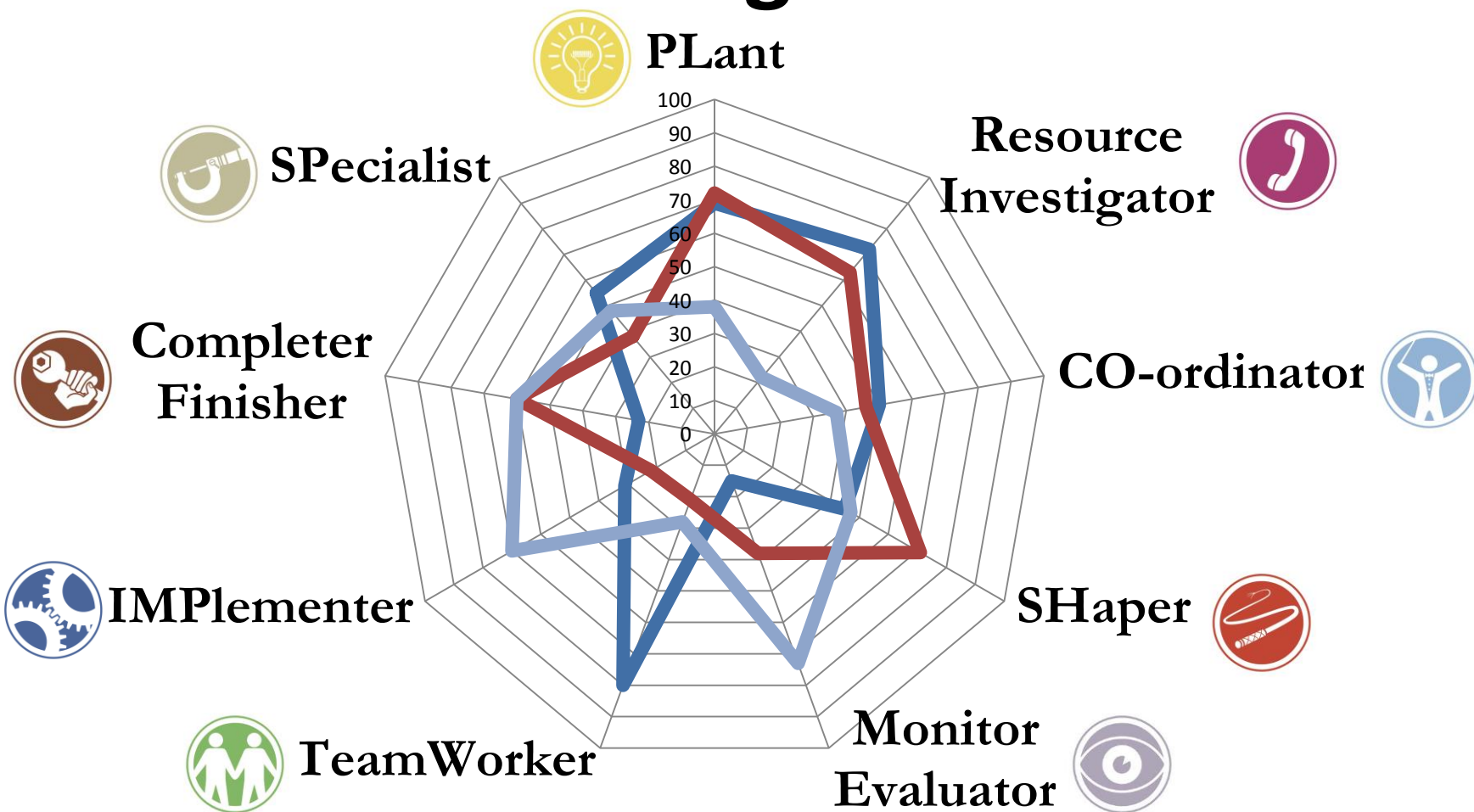
The management stage 2



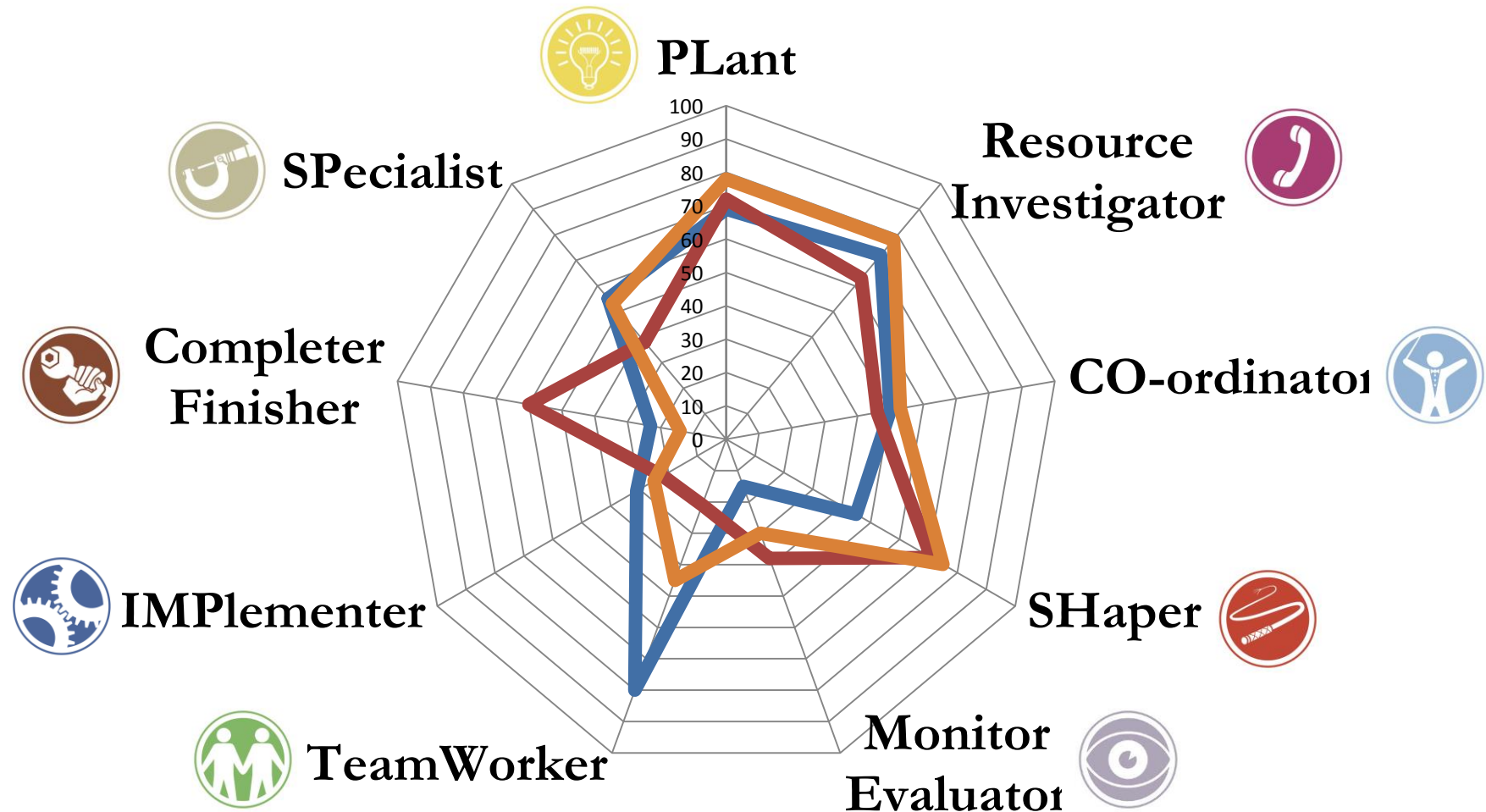
The office – stage 1



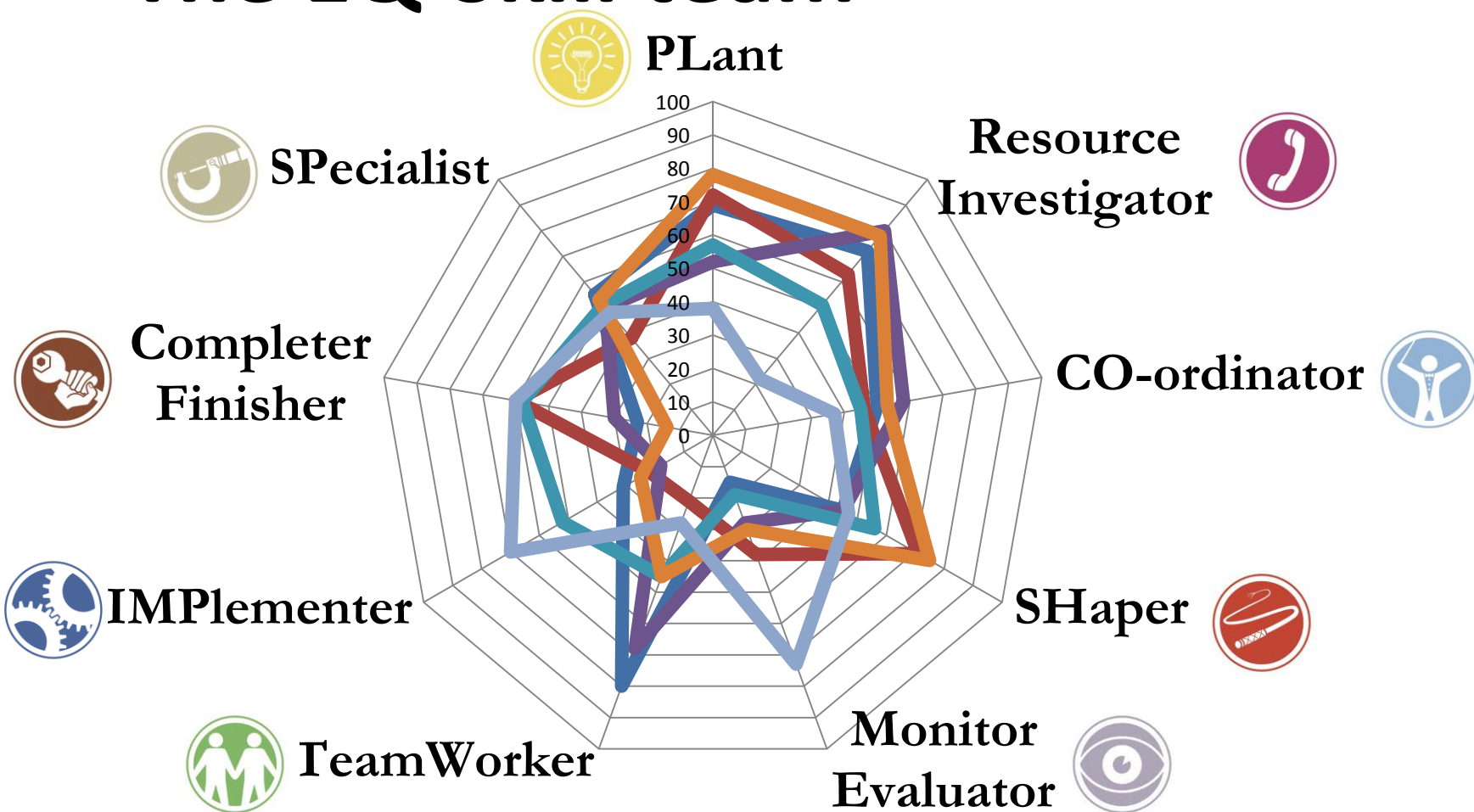
The office – stage 2



The HAE team



The EQ-Skill team



... a client's story ...

BAE and HAE combined: Lufthansa Systems

WS: mission and values (1 day)



Teambuilding (1 day, outdoor)



**WS: roles & responsibilities
(2x0,5 days)**



BAE: WS & team building (1,5 days)



**HAE: team performance and
feedback culture (2 days)**



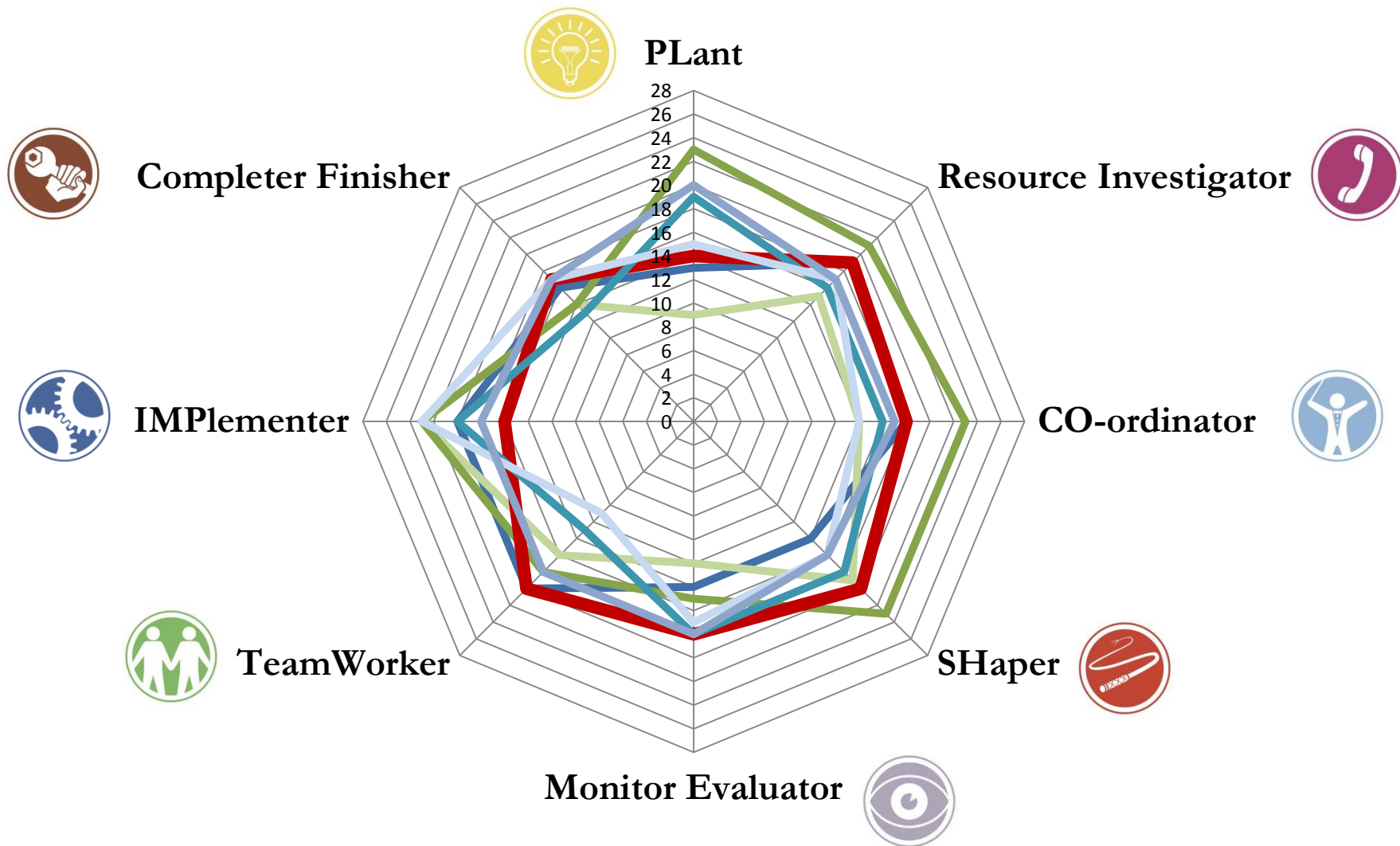
HAE: change management (2 days)



**1 to 1 executive
coaching**



**(10 sessions,
4 with HAE)**



„It was more than interesting experience to work with horses. I believe that leadership problems can be revealed in a training room as well, but it has got a definitely different outcome to do it with horses. This way our experiences were imprinted. Clear and steady communication, the proper ratio of partnership, respect and authority in effective leadership: these were my personal learnings and earnings from horsework.“

