












All about teams...

How to cope with conflicts & feedback



All about teams – Belbin’s team roles (strengths & weaknesses)

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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FEEDBACK

- ...is the chance to find out how I appear to others
- ...describes a certain behaviour in a certain situation
- ...should clarify the situation
- ...should be promptly (if possible)

CAUTION

Feedback does NOT mean a judgement like..

„You are so and so...“

„You are always doing...“

„Our colleagues are of the same opinion!“

Feedback does only refer to a certain behaviour!



All about teams..

As Feedback- PROVIDER...

- ❖ Be kind – use kind words to tell the person what you have liked
- ❖ Be specific – give details of what you think how it could be better
- ❖ Be aware – check if the other person is in a situation that he can focus on what you are saying

Keep in mind:

Always be positive!

As Feedback- RECEIVER...

- ❖ Be calm – actively listen
- ❖ Be positive – do not justify. Breathe, allow yourself a positive reaction - ask, if you are in doubt what you have understood
- ❖ Be aware – was the described behaviour the one you wanted to show!
- ❖ Be grateful – somebody cares about you!

MERKE

Feedback is a gift, a great chance – without feedback a change of behaviour or attitude is really difficult!

All about teams – Checklist „conflicts“

Steps to resolve conflicts

- Assure privacy
- Listen actively
- Maintain equity
- Focus on issue, not on personality
- Avoid blame
- Identify key theme
- Re-state key theme frequently
- Encourage feedback
- Identify alternate solutions
- Give your positive feedback
- Agree on an action plan



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