



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Using Belbin's team roles when recruiting

Belbin's team roles are a good tool for recruiting. However, as in all campaigns it is best to use a mixture of selection methods when choosing a candidate. So, for instance, you could use the questionnaire and back this up with interviewing questions.*

Team role name strengths and styles - a quick reminder of the team roles:

Coordinator - 'sell' type management style to get others to work to a shared aim; good listening and questioning skills - (originally called 'Chairman' by Belbin)

Shaper - 'tell' type management style, motivated, energetic, achievement-driven, assertive, competitive

Plant - innovative, inventive, creative, original, imaginative, unorthodox, problem-solving

Monitor-Evaluator - serious, prudent, critical thinker, analytical

Implementer - systematic, common sense, loyal, structured, reliable, dependable, pragmatic, efficient (originally called 'Company Workers')

Resource Investigator - good communicator, networker, outgoing, affable, seeks and finds options, negotiator, influencer

Team Worker - supportive, sociable, flexible, adaptable, perceptive, listener, calming influence, mediator, avoids conflict

Completer - Finisher - attention to detail, accurate, high standards, quality orientated

Specialist - technical expert, highly focused capability and knowledge, driven by professional standards and dedication to personal subject area

* NB - The use of Belbin tests and recruitment materials is subject to licence from Belbin.

Questions:

The following pages contain opening behavioural interviewing skills questions for candidates.



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Completer/finisher:

Can you think of a time when you have handed in a piece of work and not been entirely happy with it?
What were the reasons for this?

Give me an example of a time when you were working with someone who didn't tie up the loose ends properly.

Describe an occasion when you have needed to keep control of the detail in your job.

Can you give me an example of when you found a particular task boring?

Give me an example of when you missed a deadline.
What caused you to miss it?

Describe an occasion when you provided good service to a customer.

Describe a time when your performance fell below your own expectations in a task.

Give me an example of when a member of your staff hasn't been able to meet the standards required.
What did you do?

Describe some negative feedback you received from a colleague/customer about the standard of your work.
What did you do with this feedback?

Can you give me an example of a time when you have had your work commended?

Describe an occasion when you were under pressure at work but someone asked you to perform a task.
What did you do to ensure that your standards were maintained?

Tell me about a time when you found it hard to maintain the detail in your job.
What were the causes? What did you do?

Describe something you did recently which you were proud of.

Have you ever found a number of mistakes in your own work?
What did you do about it?

What's the worst part of your job? Why?

Have you ever completely forgotten to do something?
What caused that to happen? Has it happened since?



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Shaper or co-ordinator:

Can you give me an example of a time when your team were already stretched, yet an urgent task came in with a short deadline? What did you do?

Can you describe an occasion when a team you were a part of didn't achieve their objectives? What caused that?

Have you ever asked a member of your staff to do something which they disagree with?

Tell me about a time when you found it difficult to influence or persuade a member of staff over an issue.

Can you describe a situation in which you had to get your staff to implement a policy or decision that they did not agree with?

How did you deal with this situation?

Can you give me an example of when you had to communicate bad news to your staff?

What did you do?

Can you give me an example of when you had to achieve results through consulting others within your team/other departments?

Describe a method you have used to change people to your point of view.

Give me an example of when you used this method.

Describe a time when you did not consider the views of your team.

Describe an occasion when you motivated staff to work together to achieve results.

Describe an occasion when one of your staff was unable to maintain expected levels of effectiveness.

Describe an occasion when you motivated staff to work together to achieve results.

When you have delegated routine work, how did you ensure that the member of staff was motivated to complete it?

Have you ever gone against the general feelings of your team in order to get the job done?

Give me an example of an unpopular decision you have had to make.

Tell me about a time when you have involved others in the decision making process towards establishing the company's mission.

Describe how you have developed your staffs strengths / improved their weaknesses to me.



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Resource Investigator

Can you give me a time when you couldn't get hold of the information you needed to do your job the way you wanted to?

Can you tell me about a part of your current job where you had to pass on opinions and views of your/the staff?

Describe an occasion when their views were turned down.

Describe an occasion when their views were accepted.

Describe a situation when you needed to find out some complex information from someone.

Can you give me an example of how you dealt with a colleague who was difficult to get information from?

Give me an example of when you achieved agreement to implement an idea you had.

Give me an example when you were right and your customer/boss was wrong.

What did you do to get your point across?

Have you ever identified a potential problem that no one else has seen?

How did you approach the people involved?

Have you ever had to make a strong case to someone for resources/time you needed?

Describe what you did to back up your case.

Give an example of an occasion when you gathered ideas from members of your team.

Can you give me an example of a time when you were proactive in anticipating objections to a decision you made?

Describe what happened.

Describe a difficult proposal you gained the acceptance of others on.

Describe the process you went through to plan for all issues.

Can you describe a time when you have had to persuade a group of people around to your way of thinking?

Describe the informal or formal networks you have in place to do your job the way you want to.

Describe a time when you used these contacts to help you in your job.

Have you ever had a good idea rejected?

What did you do?

Describe the last idea you had accepted.

What gave you the idea?



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Team worker

Tell me about a time when you felt you had to deal with an emotional person in your team.
What did you do?

Can you describe a time when you consciously sought to understand the interests and concerns of a colleague?

Describe a time when you went against general feelings or policy to achieve something.

Have you ever had to adopt a different interpersonal style when dealing with a customer/supplier/boss to your 'normal' style?
Describe your approach.

Can you give me an example of when you have been asked to do something which you felt was not your job to do?

Have you ever felt that the team you were in was "carrying" a member of staff who was not putting in enough effort?
What did you do?

Describe a time when you had to work with a person you did not get on with.
How did you overcome this?

Can you think of a time recently when you had to deal with a number of major tasks at the same time and yet a colleague also needed your assistance?

Describe someone you have worked with whose behaviour irritated you.

What is the most difficult feedback you have had to give to someone you work with?

What is the most difficult decision you have had to make regarding your staff?

Have you ever found it difficult to be supportive to someone in your team?

Have you ever had a personality clash with someone at work?
Describe what happened.

Have you ever had to work in a team where you felt other members of the team were lacking in commitment or ability?

Describe a team you have been part of whose members did not get on with each other.
What did you do about it?

Have you ever had a time when you were really upset by someone at work?

Have you ever had to delegate a really dull piece of work to someone in your team?



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Specialist

Can you give me an example of a time when you couldn't answer a question on the systems and/or procedures for someone?

Describe an occasion when you developed a member of staff's understanding of the broader issues of their work.

What changes have you implemented to create an impact on your area of responsibility?

Give me an example of how you have demonstrated the values and philosophy of your organisation internally/externally.

Can you tell me about a time when you involved other people in a project because of their specific expertise?

Can you think of a situation when you have had to decide how to resolve a problem in your work area?
What did you do in this situation?

Give me an example of a time when you found it difficult to pay attention to what someone was saying.

Give me an example of the informal/formal contacts you have and how you have used them to help you to understand external issues affecting the company.

Give me a recent example of when you have worked closely with individuals in other parts of your organisation.

Have you ever found it frustrating having to deal with another department/area of the company for information/decisions affecting your area?

Give me an example of a time when you had to accommodate the different working practices of other individuals into your plans.

What motivates you to do the work you do?
Describe how you keep up to date with your knowledge/skills.

Have you ever been involved in a project which you couldn't see the benefits of?

Have you ever been involved in a project that your skills were not required in?

What impacts do other departments have on your work area?

What is your company doing to stay ahead of their competitors?

Describe how you represent your company both inside and outside work.



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Plant

What opportunities for coming up with new ideas are there in your current job?

Have you ever produced an unusual solution to a problem?

Give me an example of a recent problem when the “old” solution didn’t work.
What did you do?

What is the most imaginative/innovative thing you have done in your current job?

Give me an example of a time when you could see a better way of doing something when others were struggling.

Tell me about a new idea you have had in the last year.

Give me an example of a recent problem you had to solve.

Can you tell me about a time when you have modified widely used concepts and models for specific areas of work?

Can you give me an example of when you have tested a new model or idea in your work?

Give me an example of when you have introduced a completely new approach to an area of work in your department.

What have you changed in your current job?

Can you think of an occasion when your tried and tested way of doing things was disrupted by something?

How has your job changed during the time you have been doing it?

How many times have you changed your job? Which change caused you the most difficulty?

Give me an example of two different approaches you have used in similar situations to solve a problem.

Have you ever had difficulty in using a new concept or idea? What was the reason for this?

Have you ever had an idea rejected by someone as being too ‘zany’? What did you do?

Can you describe a suggestion you have made to save costs/improve productivity?

Can you give me a recent example of when you identified an opportunity to improve the company / department’s services offered?



BEHAVIOURAL QUESTIONS FOR BELBIN TEAM ROLES

Monitor/Evaluator

Have you ever seen a problem with a project that no-one else is exploring?
What did you do?

What analysis work do you have to do in your current job?

Have you ever been involved in the analysis of data from staff /customer surveys or questionnaires?

Do you have to analyse figures in your job? What decisions do you make from your analysis?

Give me an example of a problem you are working on at the moment.

What information do you use to keep aware of issues in your department?

Give me an example of how you have sourced some information you needed to do your job effectively.

Can you give me an example of a time when you have found information you have been provided with has been incorrect?

Give me an example of some work you have done which has involved you in having to collect information from other people.

Can you tell me about a part of your current job where you have to analyse information with a view to making a decision, alongside others in the company?

Can you tell me of a time when you had to analyse complex information to identify the options that are available in a particular situation?

Give me an example about a formal or informal system that you use to collect information relevant to your job.

Can you describe a time when a customer complaint led you to discovering an error in the system?

Can you give me an example of when you gathered information which enabled you to identify areas of performance development needs?

Can you give me an example of when you used an information system to identify and analyse trends?

What's the biggest mistake you have ever made? Why?

Describe a decision you have made that was the wrong decision.



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Implementer

Have you ever been presented with a plan which needed a lot of tweaking to make it into a workable procedure?

Can you describe a situation when company policy/procedure got in the way of your staff serving the customers?

Describe an occasion when you had to deal with a difficult customer.

Can you describe an occasion when you ever been prevented from fulfilling your plans because of limited resources?

What did you do?

What resources do you have to manage?

Give me an example of when you have felt that you have had to manage on limited resources.

Describe how you monitored the results against reduced resources.

Describe a time when you obtained feedback from a customer which enabled you to improve your service.

Can you give me an example of when you have introduced a completely new approach to an area of work to improve productivity/reduce costs?

Describe an occasion when your staff have brought an idea on either a new or improved service/product line to you.

What did you do with the idea?

Can you give me an example of when you found a particular task boring?

Have you ever been given a project/task that you knew you would not be able to achieve?

Can you give me an example of a policy/decision which you had to implement that you personally did not agree with?

How did you convince others that the new policy was in their interests?

Can you give me a recent example of a customer you dealt with who had been given the wrong information regarding one of your products or services?

What are your company's values and culture?

Describe an occasion when you have demonstrated these to a customer.

Can you tell me about a time when you have revised your way of working to improve the satisfaction of your customers?