



PERFORMANCE
CAPACITY
DEVELOPMENT

PTY LTD

EST • 1997

TEAM ROLES IN SOUTH AFRICA





BELBIN TEAM ROLE BEHAVIOUR IN SOUTH AFRICA

- Each country has unique challenges and opportunities
- SA's complicated history presents an interesting challenge for a theory that aims to bring people together into successful teams
- SA does not only differ in terms of age, gender and experience
- Vastly different socio-economic, cultural and implicit beliefs about interpersonal relationships
- Question: could Belbin be useful as a diagnostic tool of behaviour at a macro level?

BELBIN[®]

UBUNTU



- Humanity towards others
- Belief in a universal band of sharing that connects all humanity
- Translated into Belbin terminology: understanding and respect of our differences and similarities as members of a work community.

BELBIN[®]

BELBIN AT MACRO, NATIONAL LEVEL?



- Belbin TR Theory: identify & understand preferred individual and team behaviour
- Belbin normally used at small group level
- Sometimes at departmental or organisational level
- I recently became interested in Belbin Team Role Theory to generate a profile of preferred behaviour at a macro, national level
- Would a macro level profile of preferred behaviour in terms of Belbin theory correlate with the profile of a country (SA) through the medium of its placement in statistical world rankings?

BELBIN[®]

A snapshot of SA - WORLD RANKINGS 2015/2017



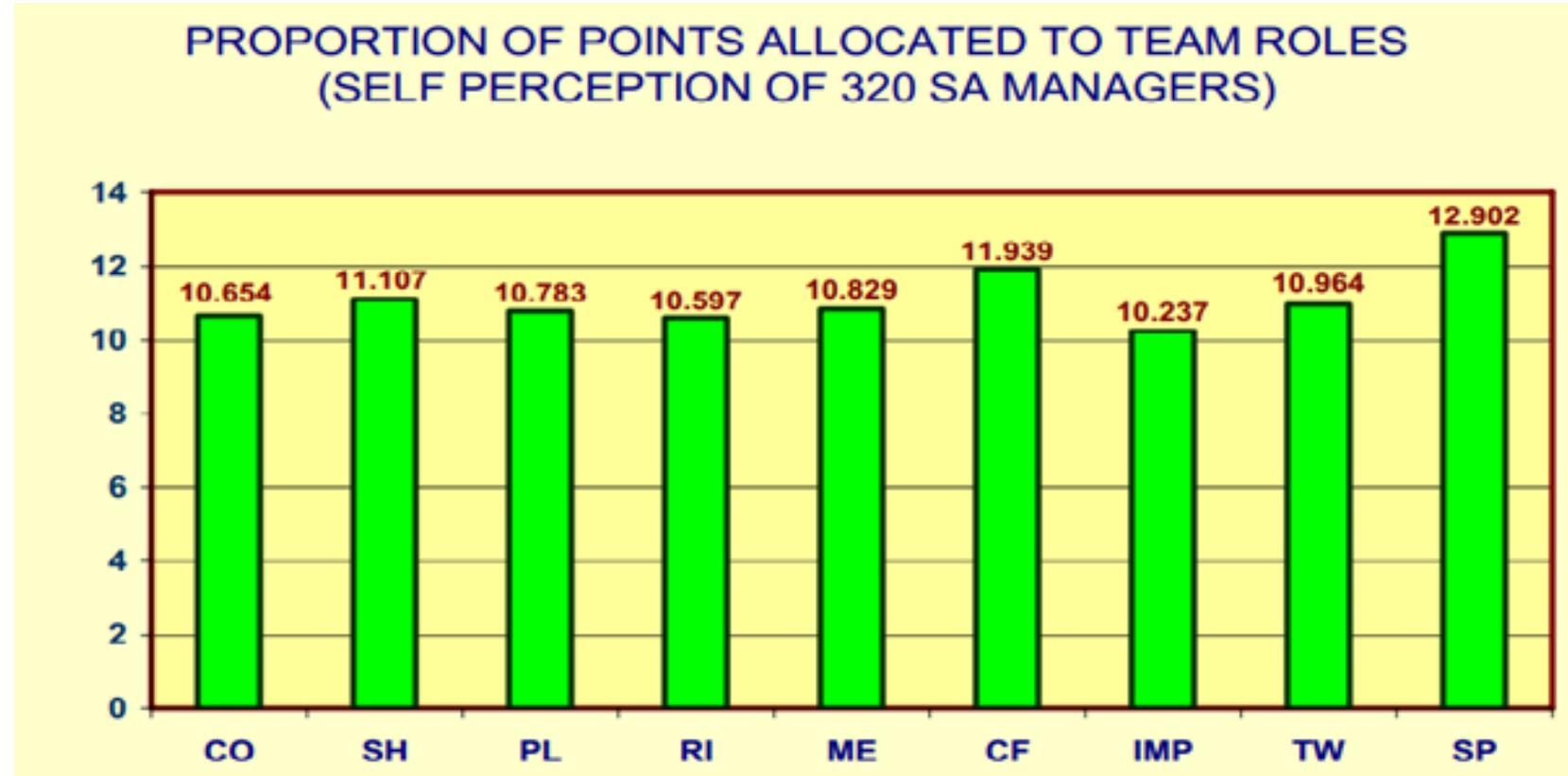
- **'Kindness'** - transcends difference.
SA **2nd highest** country in terms of people involved in kindness acts out of **39 countries**
- **Happiness** -
SA is **101st** out of **155** countries. We are **7th** in Africa.
- **Citizenship 39th**
- **Entrepreneurship 32nd**
- **Open for business 71st**
- **Movers 13th**
= overall ranking **38th out of** out of **80** countries:
- **Competitiveness 47th** out of **138** economies.
- **Innovation 60th** out of **141** countries

BELBIN[®]



BELBIN TEAM ROLE PREFERENCES - 2005 STUDY

- Hypothesis: Given the concept of Ubuntu there may a tendency to prefer more social roles (TW, CO, RI)



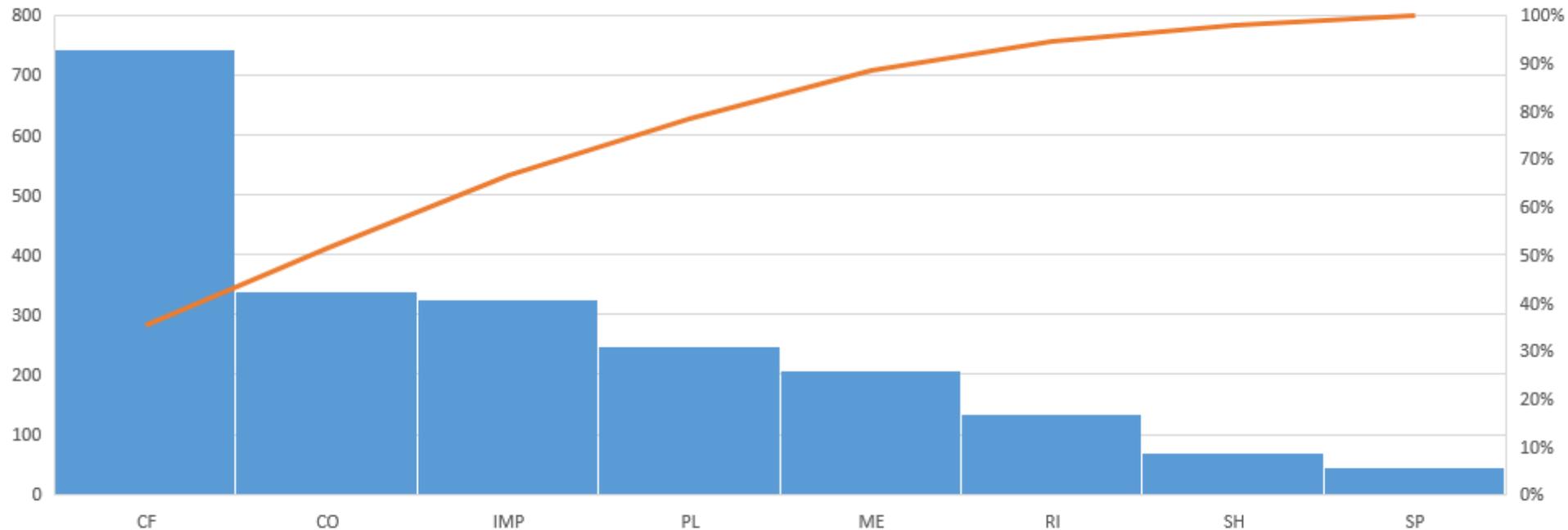


UPDATED 2017 FINDINGS

2550 SA WORKING POPULATION - MAJORITY SA MANAGERS & PROFESSIONALS

SA's most preferred roles across culture and gender

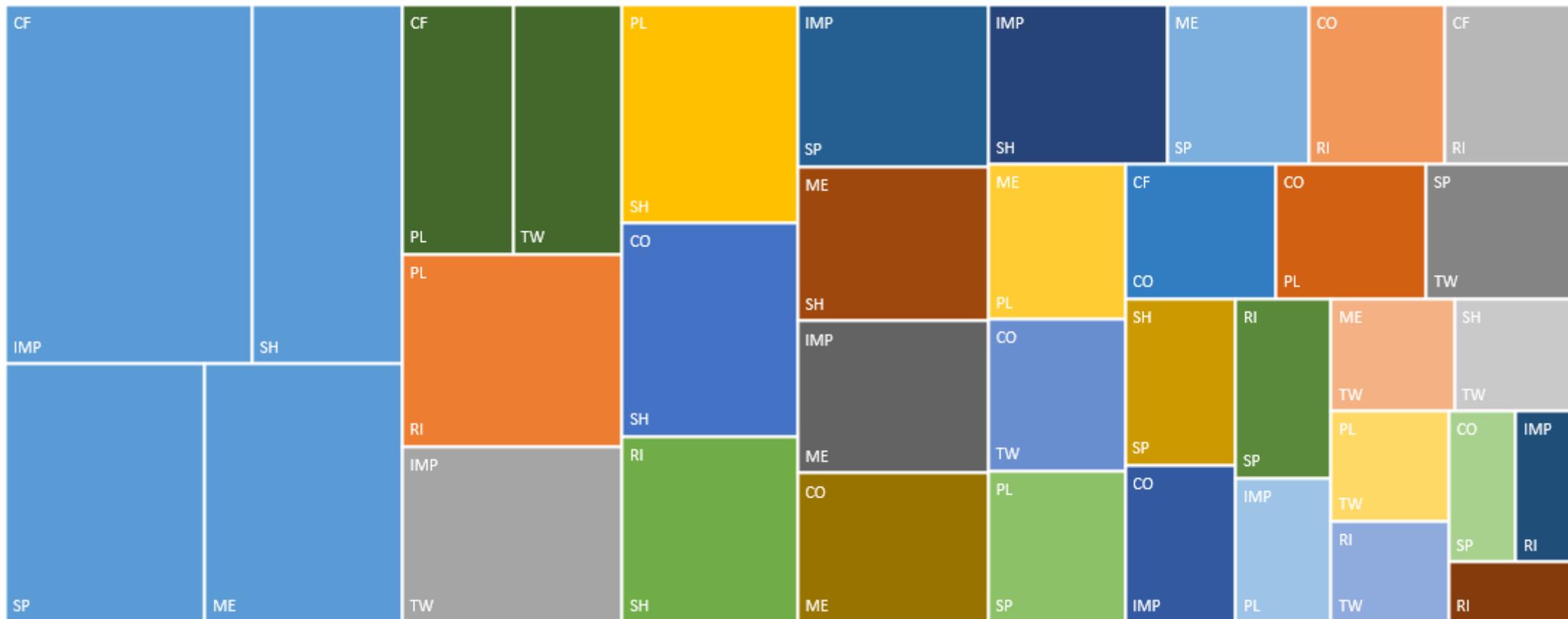
Top Team Role Preference SA





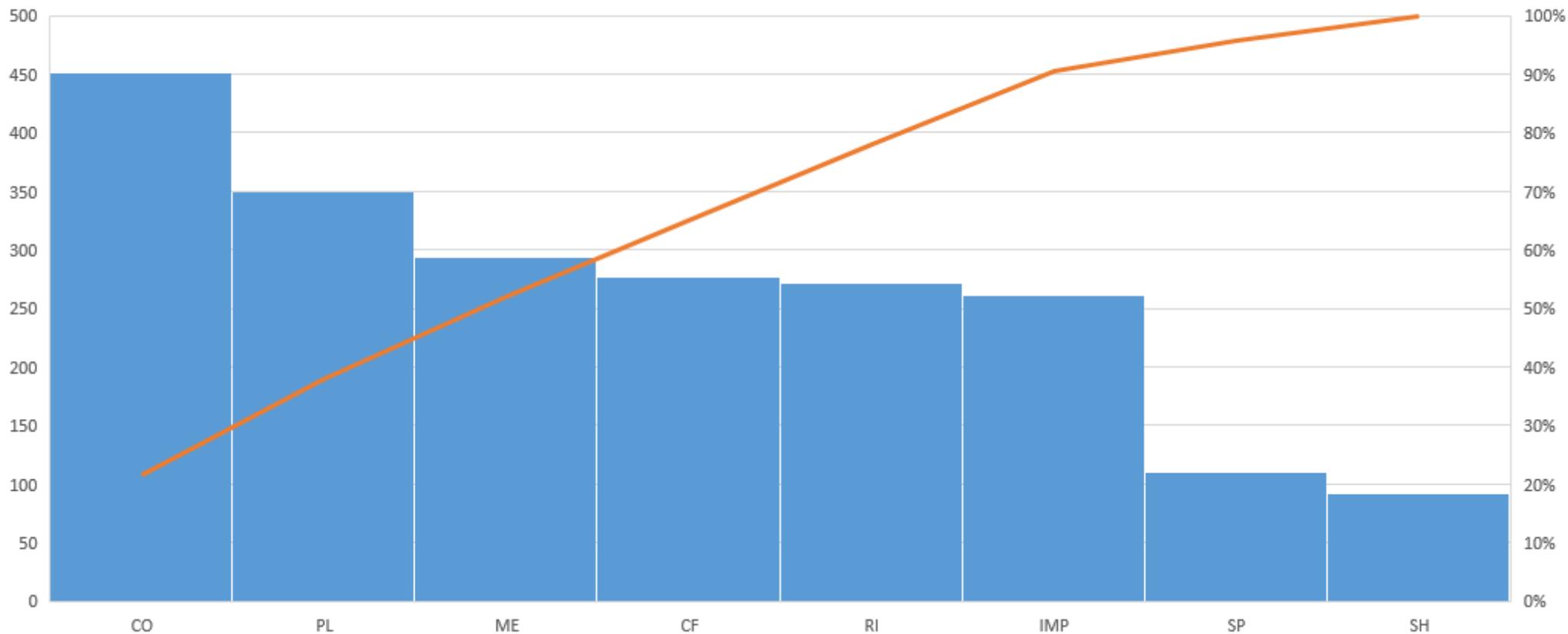
Top 2 roles Interchangeable Combinations SA

■ CF ■ PL ■ IMP ■ PL ■ CO ■ RI ■ IMP ■ ME ■ IMP ■ CO ■ IMP ■ CF ■ ME ■ CO ■ CF ■ ME ■ CO ■ PL ■ CF ■ CO





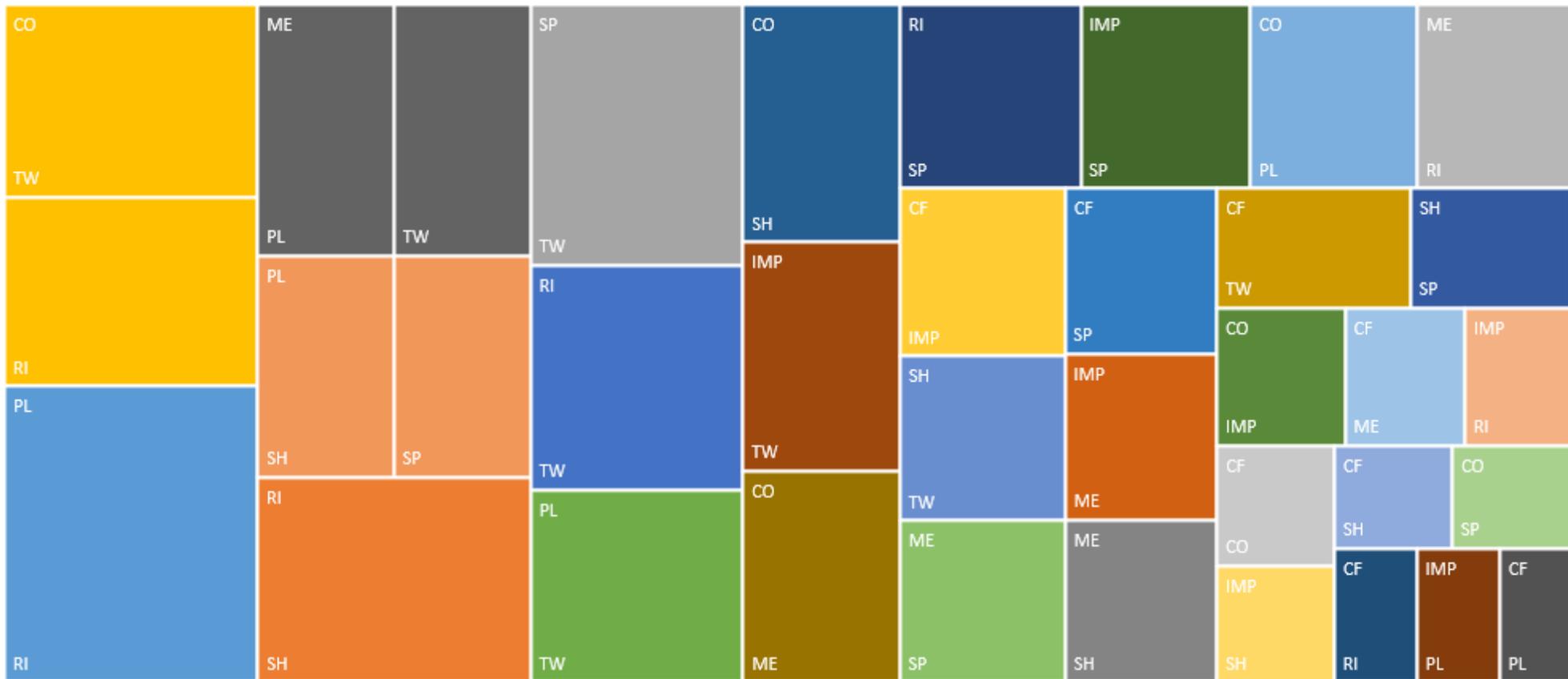
Lowest Team Role Preference SA





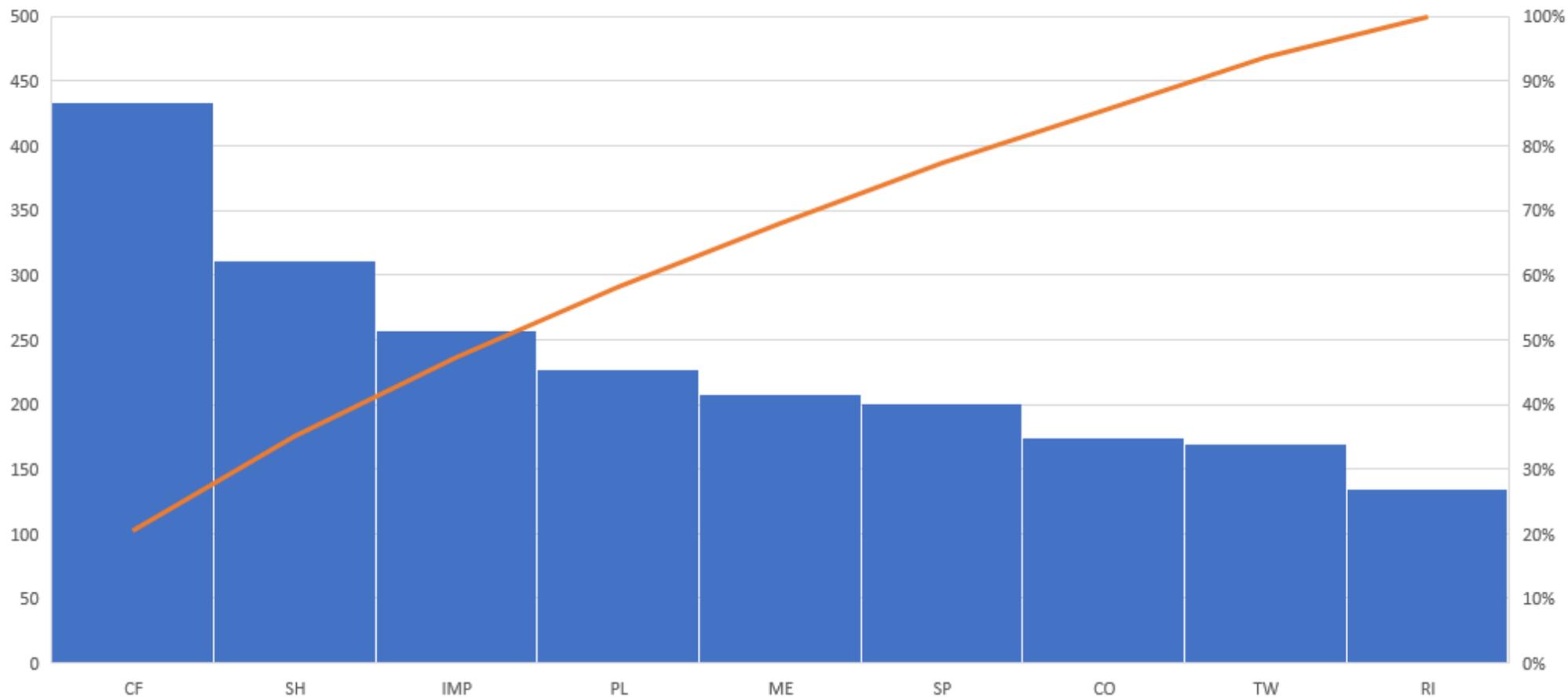
Lowest 2 Team Role Preferences Interchangeable SA

■ PL ■ RI ■ SP ■ CO ■ RI ■ PL ■ CO ■ IMP ■ ME ■ CO ■ RI ■ IMP ■ CO ■ PL ■ ME ■ CF ■ SH ■ ME ■ CF ■ IMP





Top 20 Combinations for Top 3 Team Role Combonations SA

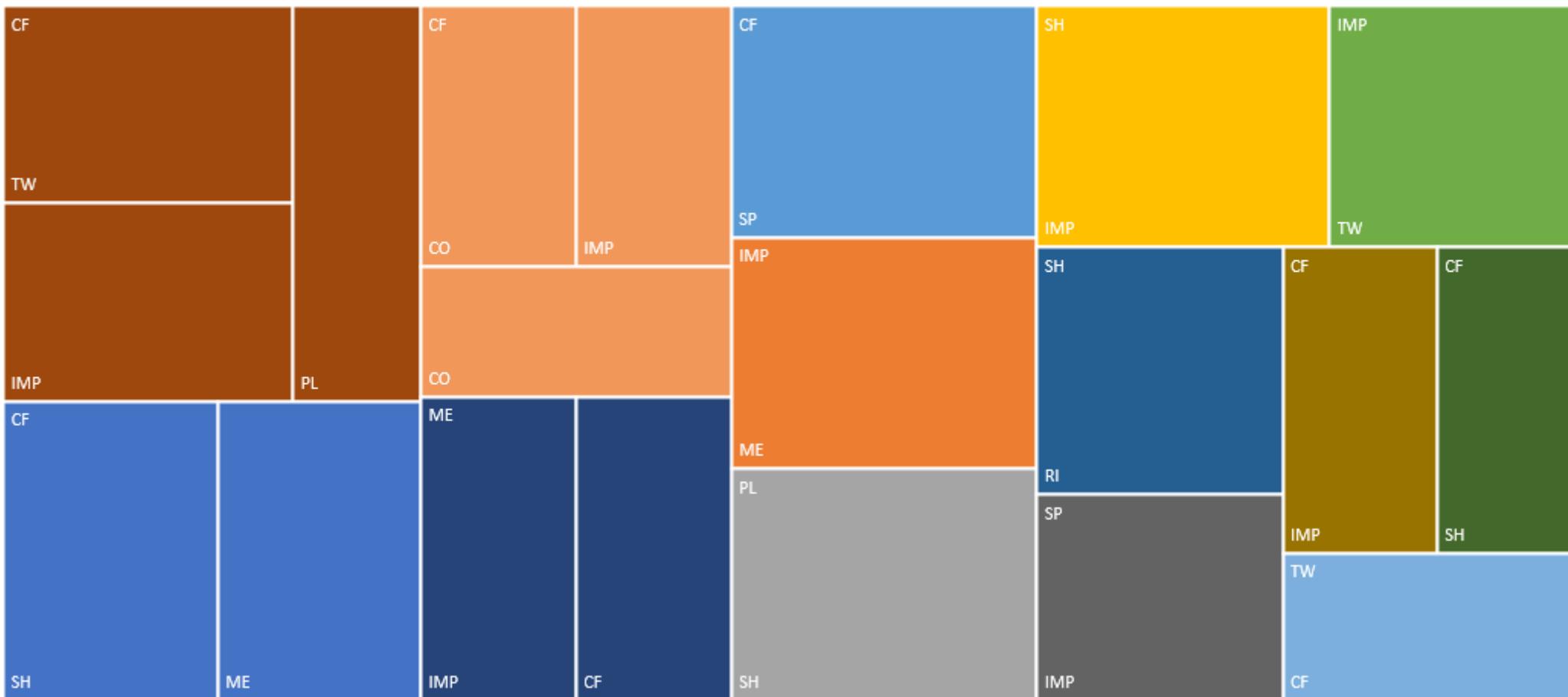


BELBIN[®]



Top 20 Combinations for Top 3 Team Roles SA

■ CF ■ IMP ■ PL ■ SH ■ CF ■ IMP ■ SH ■ CF ■ SP ■ CF ■ ME ■ CF ■ TW ■ CF





What does this mean?

Theoretical level

Preferred TR behaviour: inward focused - doing, detail, painstaking, perfecting, worry, reluctant to delegate, careful

Least preferred TR behaviour: outward focus - encouraging of others, delegate, identify talent, mature & confident leadership, clear goals & creative, innovative, ideas, originality, conceptualise, develop, enterprising.

Speculative reasons?

Lingering legacies of our past interrupted relationships still present?

'Boss' & compliance power relationships?

Deep rooted patriarchal, authoritarianism & rigidity across cultures?

BELBIN[®]



In a country where the concept of Ubuntu is valued, we seemed to have lost our way in the workplace. High stress levels are reported in the South African workplace. Could part of the answer be that there may be too little participative leading, listening and encouraging. Too little experimenting and failing tolerated?



Outside the scope of this 'snapshot' study & presumptuous to attempt to provide answers

BELBIN[®]

INITIAL FINDINGS & COMMENTS



BELBIN TEAM ROLE THEORY AS DIAGNOSTIC & INTERVENTION MEDIUM

- Belbin could be a diagnostic tool that provide insight in behaviour at a macro, national level
- Consider greater use of Belbin as an intervention that could address team relationships at a younger level.
- With the view to nurture incremental change over time towards greater workplace tolerance and respect for different behavioural contributions.
- GetSet in SA

BELBIN[®]

BIBLIOGRAPHY



- <https://www.usnews.com/news/best-countries/south-africa>
-
- <https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-1>
-
- http://www.itweb.co.za/index.php?option=com_content&view=article&id=146614
-
- <http://www.timeslive.co.za/sundaytimes/lifestyle/2017/03/20/How-did-South-Africa-rank-in-this-years-World-Happiness-Report>
-
- Marais-Steinman, S. (2003). Challenging workplace bullying in a developing country: the example of South Africa. In S. Einarsen, H. Hoel, D. Zapf, & C.L. Cooper (Eds.), *Bullying and emotional abuse in the workplace: international perspectives in research and practice* (pp. 165-184). London and New York: Taylor & Francis.
-
- Nair N. (2017). Sunday Times. May 21, p7
-
- Terreblanche, S. (2002). *A history of inequality in South Africa, 1652-2002*. Pietermaritzburg: University of Natal Press and KMM Review Publishing.