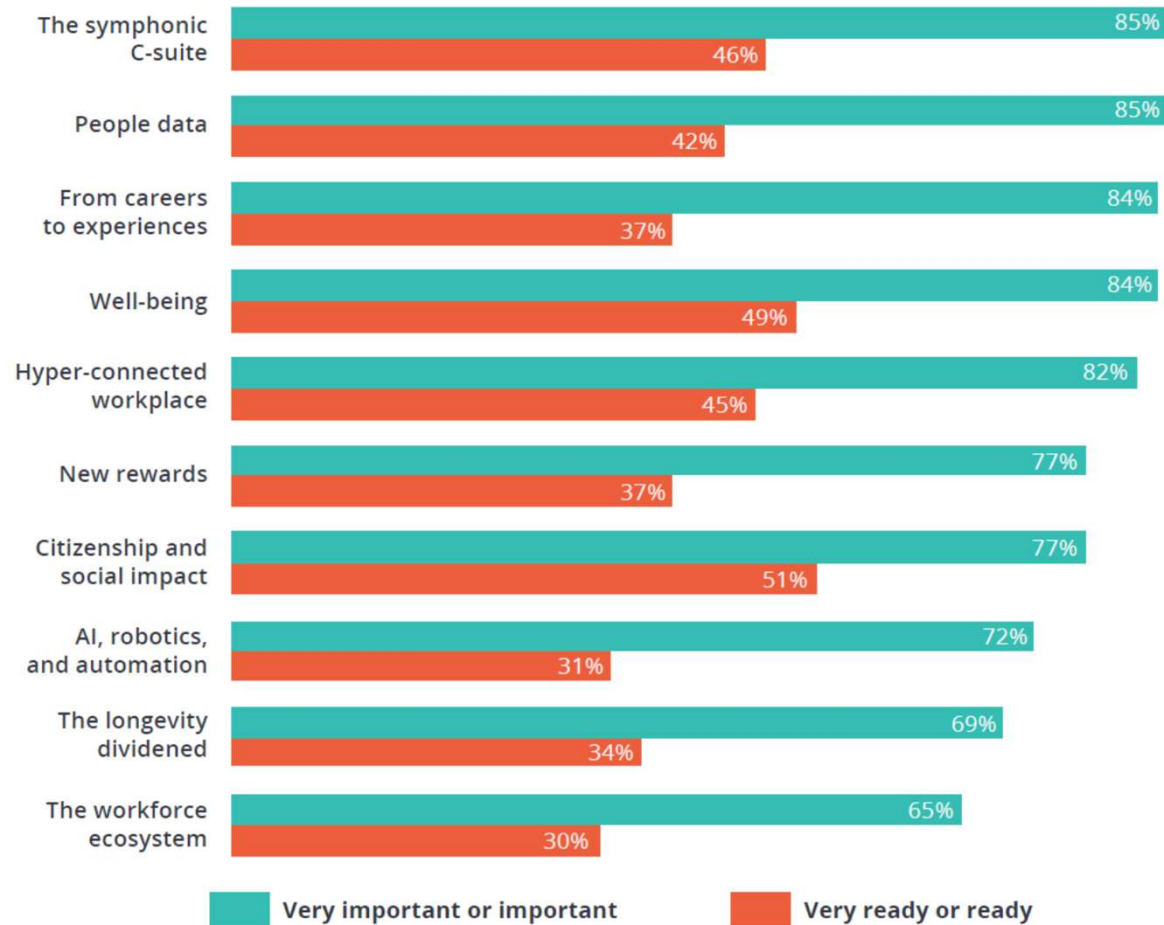# Reaching outside the **Silos**

Jo Keeler | Managing Partner | Belbin

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2018'S 10 HUMAN CAPITAL TRENDS: IMPORTANCE AND RESPONDENT READINESS

Respondents generally agree that, while each of the following trends is important, most organizations are not yet ready to meet expectations.

Figure 2. Trend importance and readiness

Trend	Very important or important	Very ready or ready
The symphonic C-suite	85%	46%
People data	85%	42%
From careers to experiences	84%	37%
Well-being	84%	49%
Hyper-connected workplace	82%	45%
New rewards	77%	37%
Citizenship and social impact	77%	51%
AI, robotics, and automation	72%	31%
The longevity dividened	69%	34%
The workforce ecosystem	65%	30%

■ Very important or important   ■ Very ready or ready

n = 11,070
Source: Deloitte *Global Human Capital Trends*, 2018.

Deloitte Insights | deloitte.com/insights

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"Senior leaders must get out of their silos and work with each other more. To navigate today's constantly changing business environment and address cross-disciplinary challenges, a company's top leaders must act as one."

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"In short, the goal is a symphony of specialised experts playing in harmony – instead of a cacophony of experts who sound great alone but not together."

What is the role of **HR?**

- To encourage greater collaboration across business units and functions.
- Expanding the use of "network of teams" in areas in need on innovation or disruption.
- To embrace the role of a cultural broker.

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Cultural brokers promote cross-boundary work
in one of two ways: by acting as
a *bridge* or as an *adhesive*.

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References and articles

- https://www2.deloitte.com/us/en/insights/focus/human-capital-trends/2018/senior-leadership-c-suite-collaboration.*html*

- https://hbr.org/2019/05/cross-silo-leadership

- https://hbr.org/2019/11/cracking-the-code-of-sustained-collaboration

- https://www.belbin.com/resources/blogs/belbin-and-project-teams/

- https://www.belbin.com/resources/blogs/groupthink-and-the-importance-of-behavioural-diversity/

- https://www.belbin.com/belbin-for-individuals/belbin-individual-reports/

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Project Oxygen: Do **Managers Matter?**

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What Google's Best Managers Do
Eight key behaviours
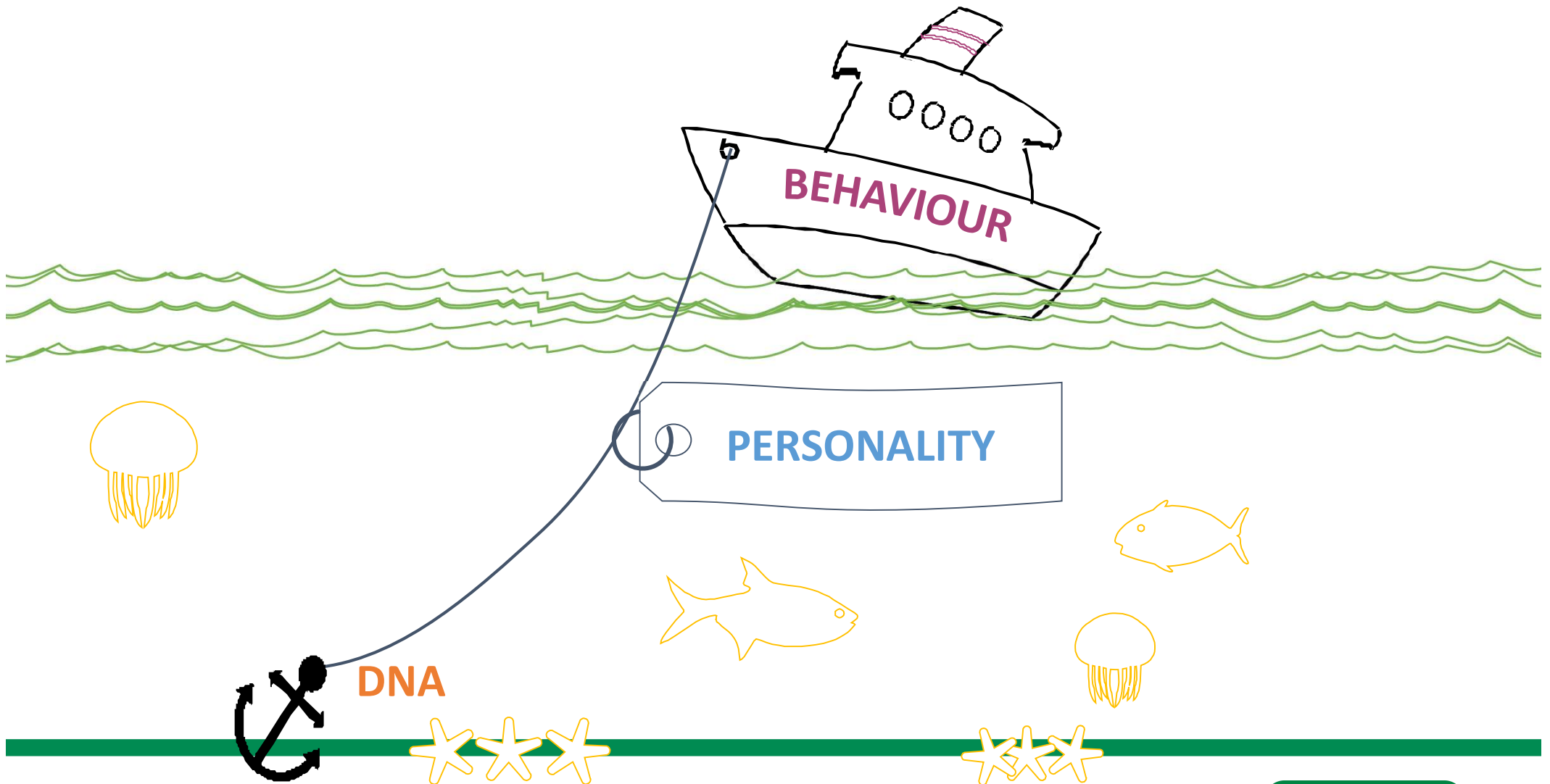
A good manager:

1. Is a good coach

2. Empowers the team and does not micromanage

3. Expresses interest in, and concern, for team members' success and well-being

4. Is productive and results-orientated

5. Is a good communicator – listens and shares information

6. Helps with career development

7. Has a clear vision and strategy for the team

8. Has key technical skills that help them advise the team

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What Team Roles Measure

Our (Belbin) Results

A good manager:

1. Possess good communication skills

2. Are encouraging of others

3. Broad in outlook

4. Caring

5. Challenging

6. Creative, innovative and persuasive

Not so good managers:

1. Direct and bark orders

2. Lack humility

3. Narrow outlook

4. Inflexible, not interested in others and manipulative

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Big Data analysis linked
to **business metrics**

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Results of Sanofi Analysis

A good manager:

1. Is a "strong example of type"

2. Has a coherent Belbin profile

3. One of their top Team Roles to be Monitor Evaluator, and the Observer word **_Analytical_** in the top ten

A good team:

1. Has at least eight of the nine Team Roles covered

Business measurement: Sales

A good team with a good manager (after attending training) increased their sales by 2.3%

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Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 8 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Stuart Kelly's Self-Perception	ME	TW	PL	RI	SP	SH	IMP	CF	CO
Observers:									
Jill Cooper	ME	SP	CO	TW	PL	RI	CF	SH	IMP
Lisa Ward	ME	TW	CF	SP	CO	IMP	PL	RI	SH
Jo Keeler	ME	TW	PL	SP	CO	IMP	RI	CF	SH
Nigel Belbin	ME	IMP	TW	CF	SP	CO	PL	RI	SH
Dave Bainbridge	PL	TW	IMP	ME	SP	RI	CF	CO	SH
Deborah Breacher	ME	IMP	CO	TW	CF	PL	RI	SH	SP
Nicola Harrington	CO	TW	CF	SP	IMP	ME	PL	RI	SH
Peter Lancaster	ME	IMP	CO	TW	SP	PL	RI	CF	SH
Observers' Overall Views	ME	TW	IMP	SP	CO	CF	PL	RI	SH
Your Overall Team Role Composition	**ME**	**TW**	**IMP**	**SP**	**CO**	**PL**	**CF**	**RI**	**SH**

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.
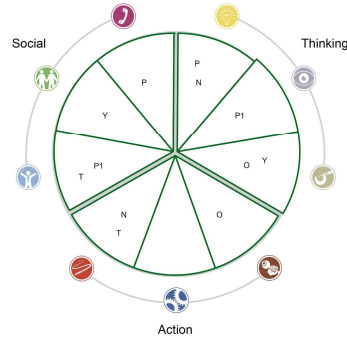

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Team: The Sales Team

Team Role Circle

This report shows the top two Team Role contributions for each team member by showing their initials in the relevant segment of the circle (a key of team members is provided below). The positioning of an individual's initials within a particular segment has no significance.

This report is based on 6 candidates and 28 observations.

Social   Thinking

Action

Key to Candidates
Navy (N)   Yellow (Y)
Orange (O)
Pink (P)
Plum (P1)
Teal (T)
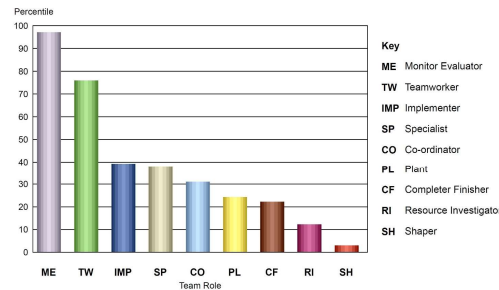

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Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 8 Observer Assessments.

Key	
ME	Monitor Evaluator
TW	Teamworker
IMP	Implementer
SP	Specialist
CO	Co-ordinator
PL	Plant
CF	Completer Finisher
RI	Resource Investigator
SH	Shaper

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 8 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

|			
logical	12	enterprising	1
helpful	11	motivated by learning	1
analytical	11	persevering	1
shrewd	6	inquisitive	1
diplomatic	6	keen to impart expertise	1
methodical	6	original	0
dedicated to subject	6	tough	0
impartial	5	seizes opportunities	0
self-reliant	5	perfectionist	0
realistic	5	hard-driving	0
efficient	5	challenging	0
accurate	5	*territorial*	0
confident and relaxed	5	*restricted in outlook*	0
reliable	5	*over-talkative*	0
engrossed in own area	5	*over-sensitive*	0
broad in outlook	4	outspoken	0
consultative	4	*manipulative*	0
practical	4	*inflexible*	0
caring	4	*inconsistent*	0
willing to adapt	4	*frightened of failure*	0
sceptical	3	*eccentric*	0
encouraging of others	3	*confrontational*	0
perceptive	3	*absent-minded*	0
fearful of conflict	3	outgoing	0
studious	2	*resistant to change*	0
meticulous	2	*reluctant to allocate work*	0
disciplined	2	persuasive	0
conscious of priorities	2	*over-delegating*	0
free-thinking	2	oblivious	0
unenthusiastic	2	*impulsive*	0
unadventurous	2	*fussy*	0
procrastinating	2	competitive	0
corrects errors	2	*pushy*	0
inventive	1	*uninvolved with specifics*	0
creative	1	*indecisive*	0
imaginative	1	*impatient*	0

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Two different Business Schools MBA intake

- How do they differ?

- How would you teach them?

- How would each class respond to me (a high RI/CO/SH)?

- How would each class respond to you (insert your Team Roles!)?

What does it tell you about their marketing? Their values? Their culture?

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Two different Business Schools **MBA intake**
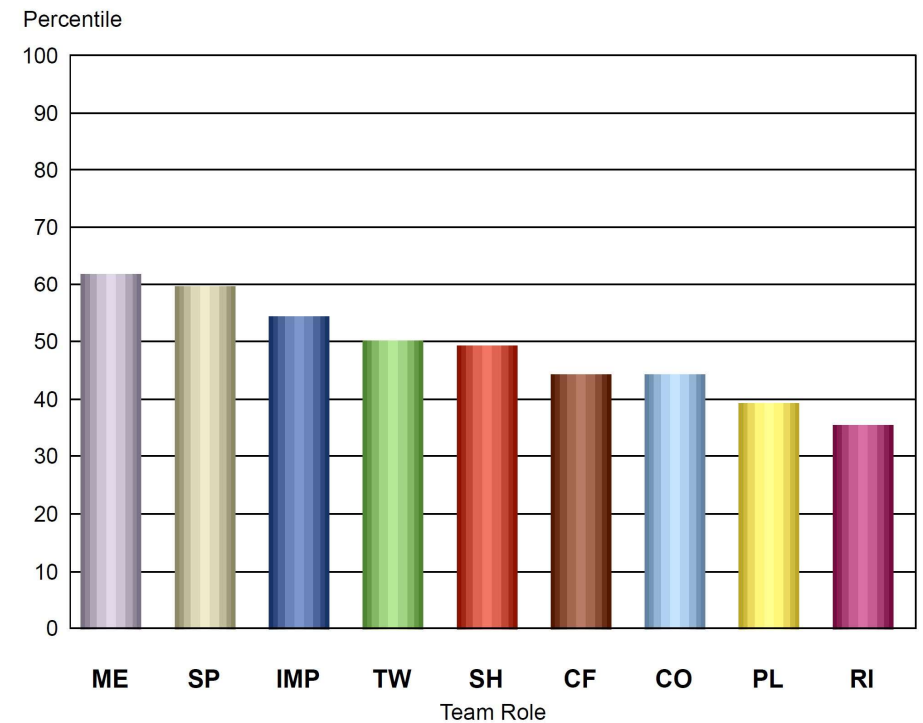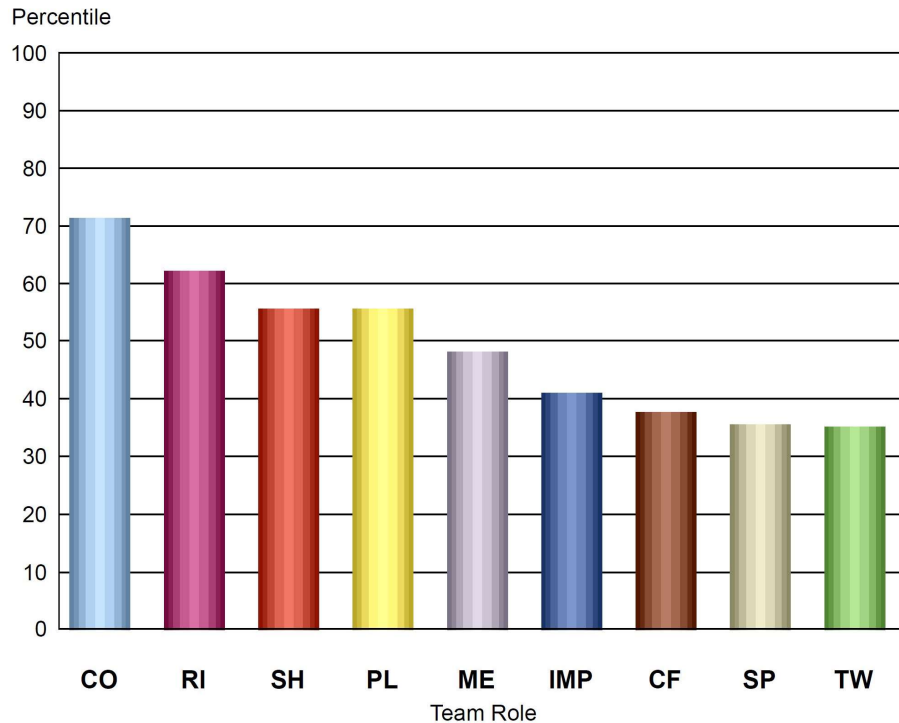
What do your departments look like? Your Managers? Your Teams?

How can you use data to work for you?