

université
de **BORDEAUX**



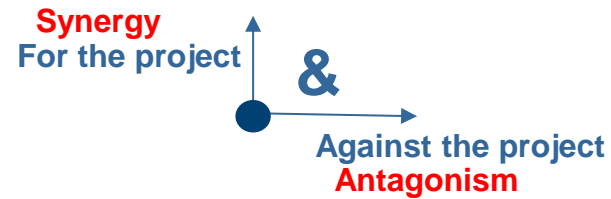
The sociodynamic approach and profiles

The sociodynamic model (JC. Fauvet's approach)

The sociodynamic approach of Dr. Jean-Christian Fauvet leads to a change in the interpretation grid:

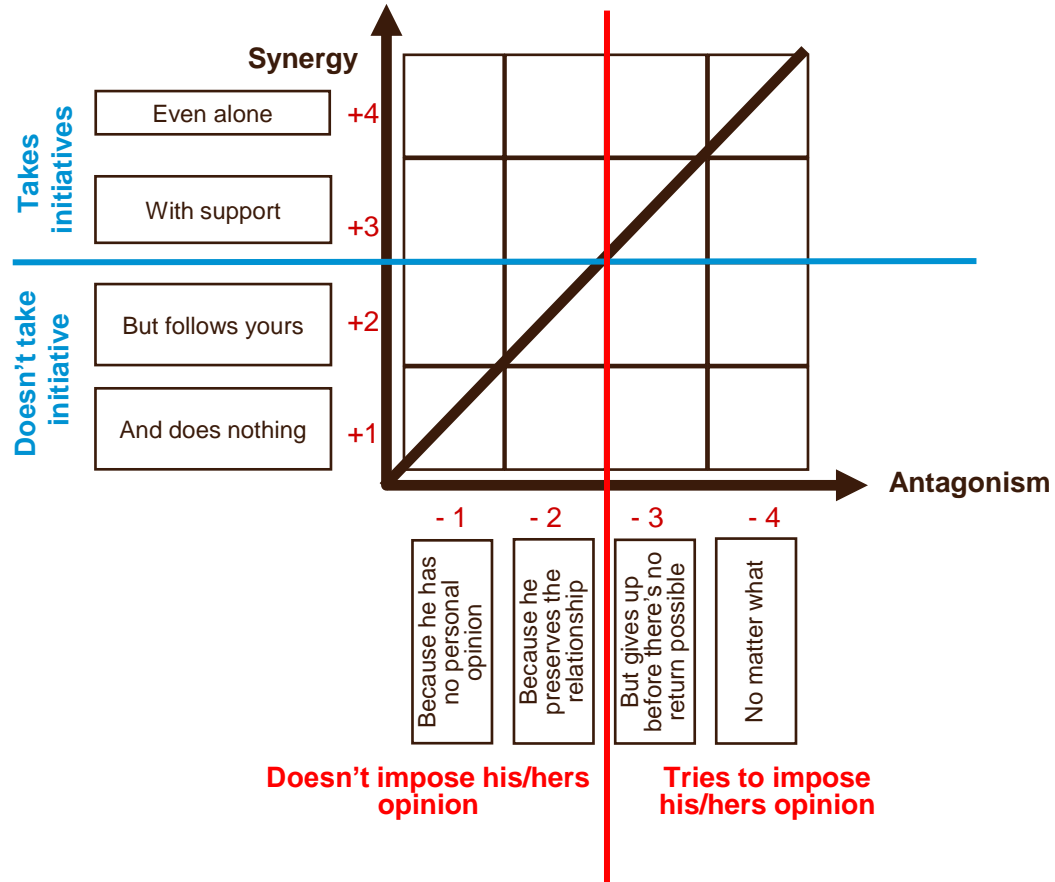


What we generally think

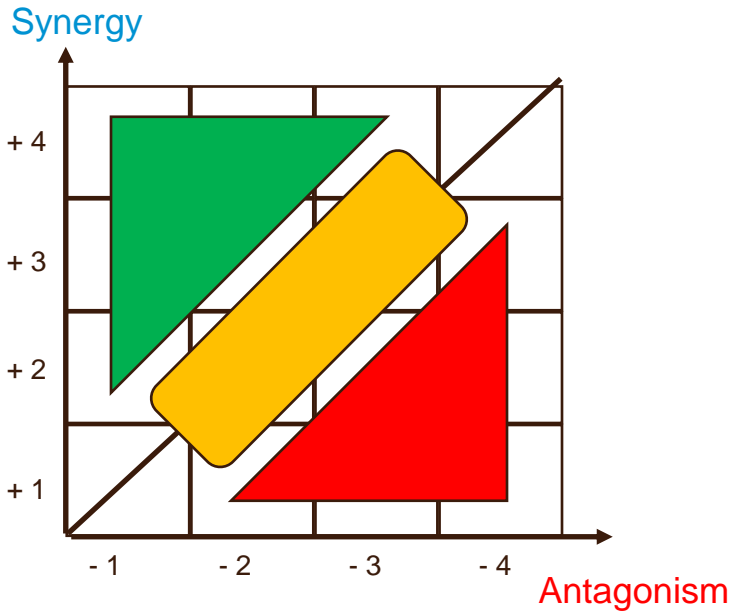


The sociodynamic approach

The stakeholders' matrix



The stakeholders' matrix



The people above the diagonal (synergy > antagonism) are considered as allies in the project.

The adapted management style : participative



The people below the diagonal (antagonism > synergy) are considered as opponents in the project.

The adapted management style : directive



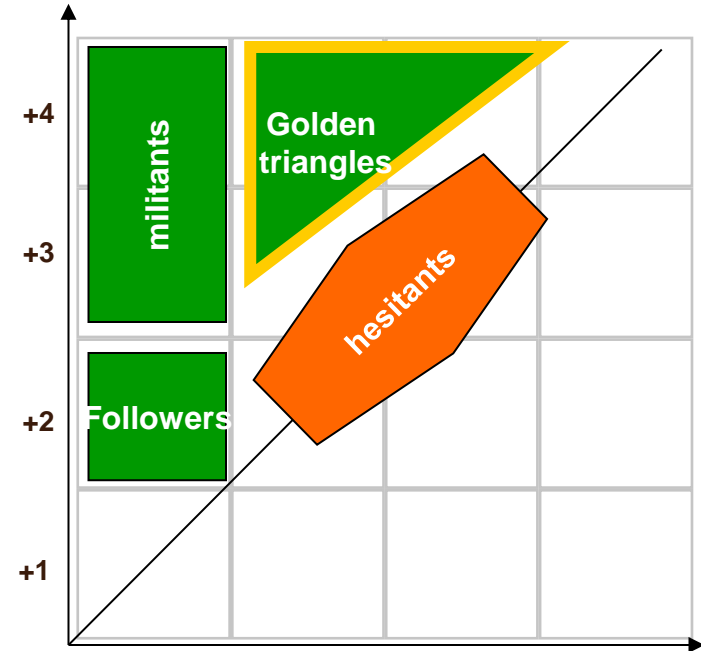
The people on the diagonal (synergy = antagonism) are no allies neither opponents. They are hesitants and should be the main target of your managerial strategy.

The adapted management style : negotiation

The 16 sociodynamic's profiles

Above the diagonal

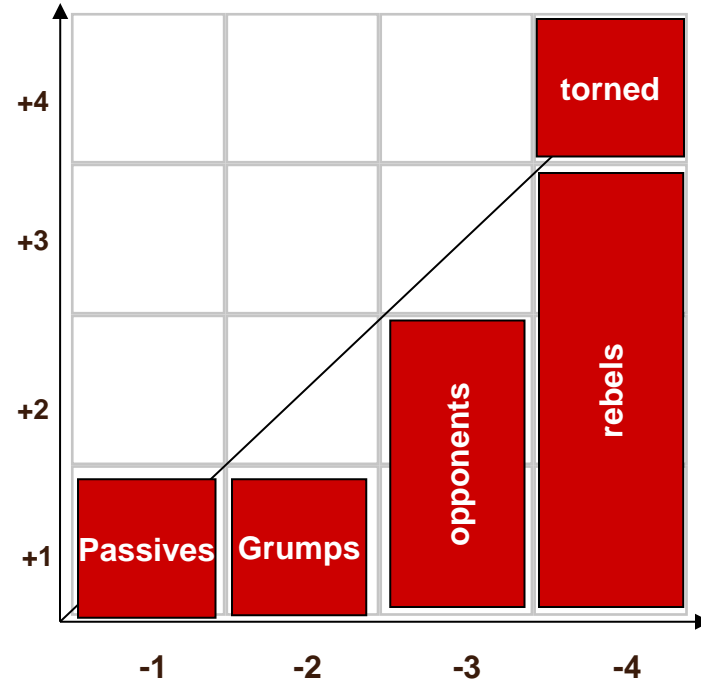
- **The golden triangles** : Very synergistic but displaying a real antagonism. In step with the objective, they criticize the means and offer valuable adaptations. They have a strong credibility.
- The **militants** : Highly synergistic, they have a lake of antagonism. They are sometimes invested with the unflattering title of "yes men".
- The **hesitants** : They are interested in the project to the point of taking sometimes initiatives or to oppose it. Their position is very evolutive. They are the real challenge to win the support of the group.
- The **followers** : for them the project arouses just energy to follow. They take no initiative.



The 16 sociodynamic's profiles

Below the diagonal

- The **passives** : The projects arouses no energy. It doesn't meet their concerns.
- The **grumps** : They do not deploy any energy for the project. On the other hand their criticisms are frequent and they put forward numerous conditions to join the project
- The **opponents** : Their energy is weak even though it sometimes exists. Their antagonism is strong and opposes our objectives, without however going to the no return point.
- The **rebels** : Their weak energy completely fades before the strength of their antagonism which leads them to refuse the compromise
- The **torned** : Very dynamic, they could be considered as allies but their strong antagonism makes them unpredictable and dangerous



The Belbin's approach and profiles

Belbin's approach

Research showed that the most successful teams were made up of a diverse mix of behaviours.

Dr Meredith Belbin and his team discovered that there are nine clusters of behaviour - these were called 'Team Roles'.

Each team needs access to each of the nine Team Role behaviours to become a high performing team. However, this doesn't mean that every team requires nine people! Most people will have two or three Team Roles that they are most comfortable with, and this can change over time. Each Team Role has its strengths and weaknesses, and each has equal importance.

The belbin's profiles



Resource Investigator

Uses their inquisitive nature to find ideas to bring back to the team.

Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

Don't be surprised to find that: They might forget to follow up on a lead.



Teamworker

Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.

Don't be surprised to find that: They might be hesitant to make unpopular decisions.



Co-ordinator

Needed to focus on the team's objectives, draw out team members and delegate work appropriately.

Strengths: Mature, confident, identifies talent. Clarifies goals.

Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.

Don't be surprised to find that: They might over-delegate, leaving themselves little work to do.

The belbin's profiles



Plant

Tends to be highly creative and good at solving problems in unconventional ways.

Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems.

Allowable weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively.

Don't be surprised to find that: They could be absent-minded or forgetful.



Monitor Evaluator

Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.

Strengths: Sober, strategic and discerning. Sees all options and judges accurately.

Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.

Don't be surprised to find that: They could be slow to come to decisions.



Specialist

Brings in-depth knowledge of a key area to the team.

Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities.

Don't be surprised to find that: They overload you with information.

The belbin's profiles



Shaper

Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.

Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.

Don't be surprised to find that: They could risk becoming aggressive and bad-humoured in their attempts to get things done.



Implementer

Needed to plan a workable strategy and carry it out as efficiently as possible.

Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities.

Don't be surprised to find that: They might be slow to relinquish their plans in favour of positive changes.



Completer Finisher

Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.

Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate.

Don't be surprised to find that: They could be accused of taking their perfectionism to extremes.