

## My instruments are based on the Team roles according to dr. Meredith Belbin

[www.belbin.com](http://www.belbin.com)

Just as you can learn to play an instrument and become a virtuoso on it, you can develop your character role and become very good at it. I strongly believe in strengthening your strengths. If every team member should do so I'm sure you will be ready to face any music and make it last...

Lots of fun developing and playing your strengths 😊

Richard de Hoop

A team role is a set of behaviors shaped by:

- Personality, a dynamic and organized set of characteristics.
- Role learning, what roles did you learn in your life so far.
- Mental abilities, IQ, EQ etc.
- Experience.
- Current values & motivation.
- Environment & constraints (e.g. work, family, community, government, culture).

Personal benefits:

- Knowing what impact you have on others.
- Knowing how to handle your strengths and weaknesses.
- Better communication.
- Effective behaving.

Team benefits:

- Knowing how to handle the team profile.
- Better decisions.
- Less (unnecessary) conflicts.
- Synergy.
- Speed and effectiveness.

Company benefits:

- Achieve more with less.
- Reduce overhead.
- Recruiting tool.
- Succession planning.



**The drum** is a challenging individual who provides the necessary drive to ensure that the team keeps moving and doesn't lose focus or momentum.

*Strengths:*

- dynamic highly motivated, high energy
- challenges and finds ways around obstacles
- possessing strong drive for the goal
- the individual who makes things happen
- taking the lead and pushing others to action
- competitive and forceful, thriving under pressure
- confidence in measurable results



*Weaknesses:*

- impulsive, and impatient for action
- easily frustrated
- prone to provocation and bursts of temper
- a steamroller, pressing ahead regardless.
- do it my way or the highway

*Play your part!*

Keep on generating action and sparking life into your team. Make the necessary changes and do not mind taking (unpopular) decisions. No matter how big the problem is keep on heading forward and provide the team with positive action.

Drums are people who challenge the team to improve. They are dynamic and usually extroverted people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The drum is the one who shakes things up to make sure that all possibilities are considered and that the team does not become complacent. Drums often see obstacles as exciting challenges and they tend to have the courage to push on when others feel like quitting. Their potential weaknesses may be that they're argumentative, and that they may offend people's feelings.

**Develop your strengths:**

- Motivation techniques
- Challenging people in a positive way
- Techniques to set goals
- Learn to take calculated risks
- Prioritization
- Putting pressure (without the line breaks)
- Leadership Styles of high energy
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**Do**



- Put things in motion.
- Determine what the goals are, what you (for yourself or others) want to achieve, and formulate this in positive and challenging words.
- Use your natural honesty and openness in order to make clear where you stand and what you want.
- Make clear what you require of your team and use your courage and your energy to sharpen up everybody to make his or her contribution, without delay and without excuses.
- Keep focused on the priorities and lead the group if they wander of the actual task.
- Set the bar as high as possible and shows that you are willing to go to extremes to achieve the goal.

### **Don't**

- Beware of intolerance and impatience towards team members who are less task-oriented than you, such as violins, harps and horns.
- Intentionally hurt and offend others is no virtue, so try some sense of humor and perspective when things or situations become critical in your eyes.
- You can't always win. Don't get angry or annoyed but try to learn from the situation.

**The trumpet** is an enthusiastic, optimistic, extrovert who is very good at communicating with people inside and outside the team. They love to pick up and develop ideas.

*Strengths:*

- extrovert, enthusiastic communicator about opportunities
- knows where the resources are
- Mr. or Ms. “Fix-it”
- has a network of contacts
- picking up ideas and developing them with enthusiasm
- an opportunistic view of the outside world
- improvising and inspiring under pressure



*Weaknesses:*

- over-optimistic
- can lose interest after start burst of enthusiasm
- get's bored easy without the stimulation of change
- tends to get lost in irrelevant opportunities

*Play your part!*

Keep on exploring and reporting back on ideas, developments or resources outside the group. Use your ability to find out what is available and what can be done. Keep on track, even when changes do not come fast enough. Use your talent to negotiate with the outside world and keep reporting back the new opportunities that you have discovered.

Trumpets are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often extroverted, meaning that others are often receptive to them and their ideas. On the downside, they may lose enthusiasm quickly, and are often overly optimistic.

**Develop your strengths:**

- Work on presenting new ideas, topics, etc.
- Broadening your external networks
- Develop your negotiation skills
- Learn new improvisation skills and techniques
- Innovation skills and knowledge
- Find new sources we can use as a team
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## Do

- Use your ability to make contact with external people.
- Constantly looking outside the boundaries of the group in order to find useful contacts and useful information, and inform your colleagues about it.
- Keep them informed of what's happening around them so they are not too inward focused and will invent the wheel again.
- Explore opportunities and research markets which others in the team are not aware of and build on the ideas of the guitar to see if they are feasible.
- Use your optimism and your lively dynamism to others in the group to excite and enthuse.

## Don't

- Be aware that you do not start a lot of things that you can't follow through.
- It makes little sense to build contacts with important relationships and then at the decisive moments overlook or forget them.
- Try to stay focused and don't get distracted by bright shiny objects!
- Do not get carried away by your enthusiasm where others barely have the opportunity to respond. Not everyone reacts as primary and spontaneously just like you, especially if you're on the hot seat.



**The guitar** is an innovator and inventor and can be very creative. A guitar is independent, clever, original and hates to be a copy.

*Strengths:*

- creative and imaginative, the ideas person
- often unorthodox and a loner
- likes to solve difficult problems
- concerned with the new and controversial
- often brilliant inventors
- scattering seeds of inspiration for others to cultivate.
- providing the vital spark, searching for the new angle



*Weaknesses:*

- can have difficulty in communication
- ignores incidentals
- overwhelms the team with multiple ideas
- can refuse to contribute if ideas are not accepted
- often radical and unconcerned with the pragmatic

*Play your part!*

Generate new proposals and solve complex problems. You are especially needed in the initial stage of a project or when a project is failing to progress. Don't take criticism on your ideas too personal, your idea may just lack practical constraints. Just enjoy your team members and keep on inventing and solving problems!

The guitar is the creative innovator who comes up with new ideas and approaches. They thrive on praise but criticism is especially hard for them to deal with. Guitars are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.

**Develop your strengths:**

- Creativity
- Brainstorming techniques
- Solving difficult problems by thinking out of the box
- Develop a helicopter view
- Study the work of various inventors
- In particular, the questions "why?" And "why not?" Is
- New thinking techniques
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## **Do**

- Use your imagination to generate ideas and new solutions to old (or new) problems.
- Help the team to look differently at certain things by giving them unorthodox new perspectives.
- Remain an independent thinker, even if you are sometimes lonely and misunderstood.
- Ask the questions that nobody else would, and use your courage and originality to put the team on new tracks.
- And try communicate these ideas as simple as possible to the team.

## **Don't**

- Be aware that you are not the main assessor of the ideas you bring, it is really better to leave this to the other team members.
- Do not be possessive with the ideas that you bring on.



**The horn** is a introverted instrument that has a great capacity for follow-through and attention to detail. They are unlikely to start anything that they can't finish. They are very keen on delivering on time.

*Strengths:*

- following through and attention to detail
- seeing that things are done properly
- dotting the ii's and crossing the t's
- checks the accuracy and precision
- carries the conscience of the team
- relentless follow through
- takes responsibility for completion



*Weaknesses:*

- obsessive checking and undue worry
- reluctant to delegate, taking too much ownership
- can get lost in irrelevant details
- can "flip-out" when its not according to plan

*Play your part!*

Step in each time tasks demand close concentration and a high degree of accuracy. Keep on scheduling meetings. Involve other team members in your high standards, your concern for precision and attention to detail to make sure your not on your own.

Horns are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, conscientious, and anxious. However, a horn may worry unnecessarily, and may find it hard to delegate.

**Develop your strengths:**

- Striving for perfection
- Quality development
- Evaluation techniques
- Time management techniques
- Searching for mistakes and errors
- Develop sense of urgency with other team members
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## Do

- Care for perfection in everything you do.
- Check, check and double check if your (gut)feeling says so. Regardless what others might think (they love you never the less;)
- Keep a watchful eye on everything that can go wrong and what can endanger the quality or safety of people.
- Use your thoughtfulness and care for others in the team and help those who are less precise and accurate (especially the trumpets and drums).
- Find a place where end control activities are important, or where there is much attention to details, to little things that are important for the final product. The more you will come into your role the more you will be perceived as indispensable.

## Don't

- Beware that your need to check everything is not becoming an obsession (for yourself and others). You can not just keep an eye on everything: deadlines must be met. Other team members have to take their share in their responsibilities.
- Don't get caught up in the nitty gritty because then you will lose the attention of your colleagues. You are going to need that when it really comes down again.



**The violin** is a supportive, sensitive, extraverted team player. You are mild, sociable and concerned about others. You love to play together with your team members.

*Strengths:*

- being sensitive and aware of others
- supportive and concerned about others
- being flexible and adapting to new situations
- perceptive and diplomatic
- listening actively, quietly communicating
- preventing that interpersonal problems escalate
- likes and works at harmony in the team



*Weaknesses:*

- can be indecisive in crunch situations
- could leave the team if stress/strife is prolonged
- tend to cover up just for the sake of it

*Play your part!*

Prevent interpersonal problems arising in your team and thus allow all team members to contribute effectively. Be aware of your lubricating effect on the team and use it when necessary. When the team is under pressure your sympathy, understanding, loyalty and support is invaluable. Sometimes it is okay to have a conflict within the team just to make things clear. Trust on your skills to keep the team together.

Violins are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable in their own right, but who prioritize team cohesion and helping people getting along. Their weaknesses may be a tendency to be indecisive, and to maintain uncommitted positions during discussions and decision-making.

## **Develop your strengths:**

- Learn to recognize and to respond to emotions
- Negotiation Skills
- Listening and summarizing
- Mediate
- Conflict handling
- Group dynamics
- Social antenna
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## Do

- Try to build good team spirit by being the eye and ear for the feelings and needs of other team members.
- Use your social antenna to notice what is happening around you. Support those team members that are not seen, heard or understood. Help them in developing their role and contribution. Be close to them - with or without words - as needed.
- Remain open and accessible to each team member, you'll quickly become an important unifying factor.
- Show them what solidarity and commitment means for a team, in good and in bad times.

## Don't

- Be careful to avoid conflicts or to duck as the tension rises suddenly. Every now and then a team needs a conflict don't try to stop each of them.
- Be willing to increase the fun every now and then. A bit of pressure and conflicts in short term can bond the team in long-term.



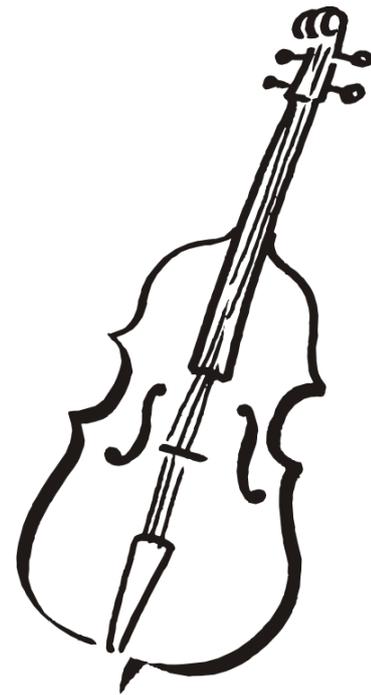
**The bass** has a practical common sense and a good deal of self-control and discipline. You just love to play!

*Strengths:*

- efficiency and effectiveness
- seeking what is feasible and relevant
- turns ideas into practical actions
- doing what needs to be done
- reliable, disciplined; and sincere approach
- applying logic and being systematic and methodical
- conservative and hard work

*Weaknesses:*

- somewhat inflexible
- unresponsive to the speculative
- slow to respond to new possibilities
- weakened by uncertainty or unclear role/control issues



*Play your part!*

You can compensate your lack of spontaneity with your hard work and your ability to tackle problems in a systematic way. You're the example of a person whose loyalty and interest lie with the team or company and who is less concerned with the pursuit of self-interest. Use this to get your team to do what needs to be done. Try to open up for new possibilities and keep the balance between perseverance and flexibility.

Basses are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done. On the downside, basses may be inflexible and can be somewhat resistant to change.

## **Develop your strengths:**

- Convert general instructions into concrete tasks
- Make workable plans from rough concepts
- Apply logical methods
- Efficiency and effectiveness (doing the right things right)
- Examine what is feasible and relevant
- Put order into chaos
- Focus on the "how" instead of "why"
- Focus on the importance of the case instead of the individual
- Develop discipline in the team



## Do

- Provide order, structure and plan a moderation in everything you do.
- Make sure the goals are well defined and that the tasks are clearly defined so that everyone knows what he or she must do the next time.
- Use your practical mind and realism to the many plans and intentions that will come up and define them into clear agreements, which are formulated as SMART as possible.
- Stick to a systematic approach, even if not everyone understands and appreciates it. This will come eventually.
- Be helpful, loyal and reliable in delivering the work even if the pressure increases and the circumstances are changing.

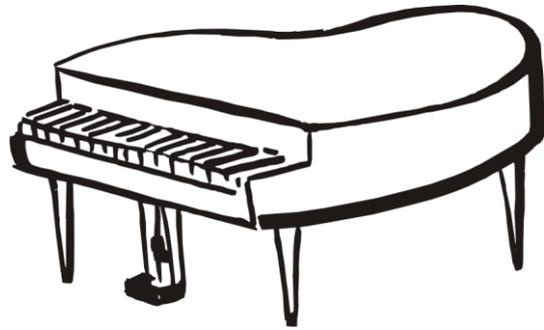
## Don't

- Be aware that changes are necessary every now and then. New ideas are needed, so do not be against it because of being against it!
- Even if this means little less clearness and effectiveness for a while.
- Try to remain flexible and avoid destructive criticism (especially to the trumpets and guitars). Trust that there always will be new tasks emerging, which will need to be carried out efficiently.

**The piano** has the ability to cause others to work towards shared goals. The perfect instrument for arranging, to spot individual talents of team members and to use them in the pursuit of group objectives.

*Strengths:*

- inspiring confidence in team
- natural authority and can command respect
- recognizing, utilizing individual talents
- consultation with control and bringing balance
- establishing roles and work boundaries
- retaining clarity on purpose and vision
- broad outlook, good handling of diverse skills



*Weaknesses:*

- sometimes bored by the nitti gritty
- not necessarily the most clever or creative
- can be seen as manipulative

*Play your part!*

You're the one that can put people with diverse skills and characteristics to work. Keep on tackling problems in a calmly way. Whenever the drum wants to beat faster use your overall view to see if the rest can keep up. "Never change a winning team" maybe true but stay critical and use your ability to delegate well in order to develop the skills of your team members.

Pianos are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team members brings to the table. They are calm and good-natured and delegate tasks very effectively. Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.

**Develop your strengths:**

- Natural leadership
- Delegating
- How to explore good ideas
- Recognition of human talents
- Apply balance to the team
- Divide workload and tasks
- Put strategies into priorities
- Learn question techniques
- Listening, summarizing, questioning



## Do

- Make all preparations necessary for a meeting to proceed smoothly and use, if possible, your natural authority - to bring the team members to talk to each other.
- Make sure that nobody dominates the conversation (certainly not the drums) and make sure that everyone has their say.
- Encourage team members to take on their roles and appreciate them generously when they do this.
- Monitor the behavior of the group, emphasizing the importance of constructive compromise and try to be as "democratic" as possible. Make clear when it's time to make decisions.

## Don't

- Be careful that you do not take the credits for successes, because it will turn against you.
- Forget to take your fair share in the daily activities.
- Do not jump into (hasty) conclusions in an attempt to agree and reach consensus too quickly. Especially guitars and drums will get very rebellious if you do so.

**The harp** is a serious-minded, reasonable person with a build-in immunity from being over-enthusiastic. A harp loves to think it over and has the capacity for shrewd judgments that take all factors into consideration.

*Strengths:*

- often brilliant and critical thinking ability
- sees all options
- preventing the team from foolish acts
- assimilating, relating and evaluating complex material.
- making strategic decisions
- less concerned with action more with “what if”
- judges accurately



*Weaknesses:*

- low drive and low ability to inspire others
- stick in the mud, over critical
- low sense of timing sometimes causing friction
- negative and defensive about the past and its failures

*Play your part!*

You are on your best whenever you can analyze problems or you may evaluate ideas and suggestions. Try not to be too dry, boring or over-critical because we know that you are seldom wrong. Don't get stuck in the mud while thinking it over and over just try to find the balance between taking a risk and playing it safe.

Harpers are best at analyzing and evaluating ideas that other people (often Guitars) come up with. These people are shrewd and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

Harpers are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than instigating them.

## **Develop your strengths:**

- Be the devil's advocate
- Learn new analysis techniques
- Learn new critical thinking techniques
- SWOT analysis
- Strategic thinking
- Review and evaluate complex issues
- Practice the "what if?" question.
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## Do

- Analyze the ideas and proposals on their usefulness and practical significance.
- Map out all the pros and cons, especially when important choices must be made.
- Keep a cool head, stay objective, keep looking for arguments and different interpretations.
- Always be prepared to clarify and explain your own beliefs and doubts (so you can not be accused of undue pessimism) and accept any questioning on your address. Show the other team members that you are willing to question yourself as much you are questioning the others.
- Take time to properly think about things - even if you the pressure by Drums, Piano and Bass. You are the one to keep the team from making major missteps.

## Don't

- Make sure you do not to critical so nobody wants to listen to you.
- Watch out for constant, useless, intractable debates with other harps and guitars.
- If you are cynical or sarcastic without a plausible logic, people will tend to avoid you. Do not immediately criticize everything you hear.
- Use your strategic mind to help prevent hasty and bad decisions but do not kill the enthusiasm and energy of others.