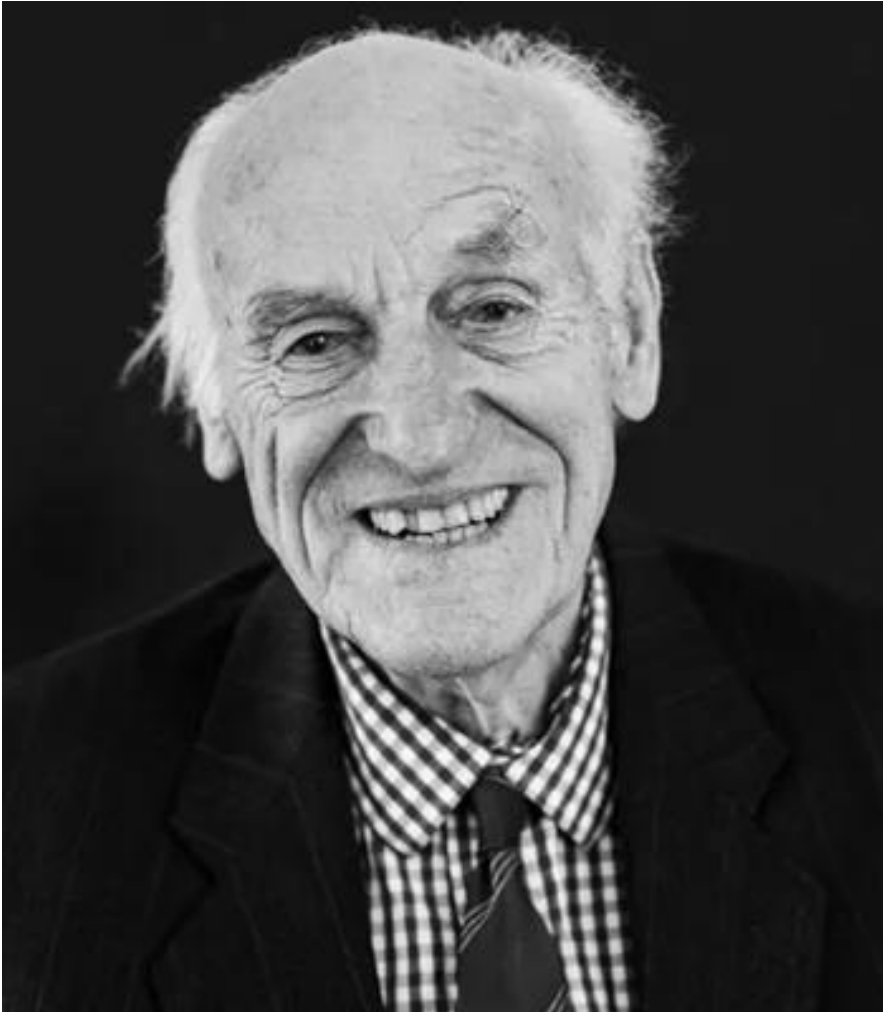


A Tribute to Dr Meredith Belbin

Scholar, Icon & Discoverer of Belbin Team Roles



Dr Meredith Belbin

(04.06.1926 – 06.03.2025)

What a man! What a scholar! What a discovery!

What a privilege to have known you, learnt from you and spent time with you!

***As we offer you to Mother Earth on 29th April 2025, we know your life work on
Team Roles will remain for ever a great way to think, work and live!***

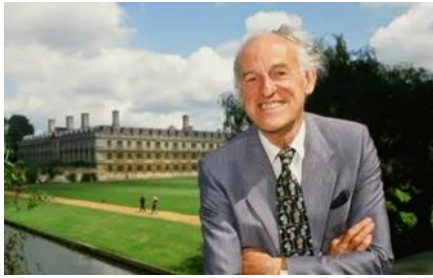
Generations to come will benefit from your thoughts, discovery and insights !

Rest in peace Meredith ! Your humble students will keep learning and adding value !

"Gratitude is the memory of the heart"

- Team Cert India & Mercuri India

Dr Meredith Belbin – Scholar, Icon and his Discovery



Dr Meredith Belbin is internationally recognised as the scholar who discovered the Belbin Team Roles, which transformed the way management literature understood and studied the contribution and behaviour of individuals in a team.

Story of the Legend and the Discovery

Dr Belbin studied Classics at Clare College, Cambridge in 1945 and then going on to study anthropology, economics, and psychology, eventually earning a PhD focused on Psychology of Ageing in Industry

While at Henley Business School in 1969, working for Industrial Training Research Unit, a government funded body, Dr Meredith & wife Eunice, planned a research project to study management teams in action together with Bill Hartston (a mathematician and international chess master), Jeanne Fisher (an anthropologist) and Roger Mottram (an occupational psychologist)

Together, the research team selected managers from a number of organisations, who completed a battery of psychometric tests: including some derived by Meredith himself. Conducting 3 business games a year, with 8 teams in each game, observers methodically recorded different interactions & contributions from the players, which were scrutinised & categorised later. The research formed the basis from which Team Role theory would emerge.

1981: Meredith expounded Team Role theory in his seminal book, “Management Teams: Why They Succeed or Fail”. The book was later named as one of the top fifty management books of all time. He worked for ICI Paints and Cadbury’s Schweppes, reporting on how well individuals might be suited to a particular job, for the purposes of recruitment and selection. By the late 1980s, Meredith found that demand was well outstripping supply and he was forced to work into the night to write the reports required by hand.

1988: Meredith, Eunice & son Nigel, formed Belbin Associates to promote Belbin Team Roles around the world.

1993: Meredith published “Team Roles at Work”, with practical applications for Team Role theory in the workplace.

2022: Belbin Associates became Belbin Ltd – an Employee Ownership Trust. Meredith was appointed as patron.

Meredith continued to take an active interest in the company, and in writing, until he passed away in March 2025

Dr Belbin’s Team Roles will always remain a great way to think, work and live for individuals and teams.

A TEAM ROLE TRIBUTE TO DR MEREDITH BELBIN

We miss Dr Meredith, he is with us no more
So, to pay tributes each Team Role came to the fore
Each had something very special to say
To show love and respect in their own way

The SPECIALIST said:
“Will study his books again, gain more insight
For the deeper you dig in, they shine so bright!”

The MONITOR EVALUATOR said:
“Gratitude Dr. Meredith, for your life changing nudge
Behaviour is behaviour... life's better when you don't judge

The PLANT said:
“In his name I'll run an annual contest
That inspires in Teams a creative mindset”

The IMPLEMENTER said:
“A bouquet of methods, that worked for our team’s health
He taught us, process in anything is the only true wealth”

The TEAMWORKER said:
“How about carrying coffee and cake
To go with the warm memories, you take”

The COMPLETER FINISHER said:
“Let us develop a range of Team Intelligence apps
That uncover weak links and prevent possible”

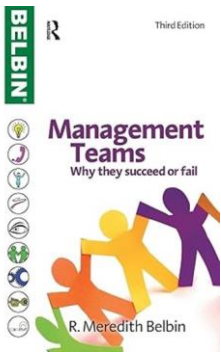
The RESOURCE INVESTIGATOR said:
“Hold on, let me check out Gen AI online
And look for tributes, heartfelt and fine”

The SHAPER said:
“Enough said, now action is a must
Make sure all your tributes reach there first”

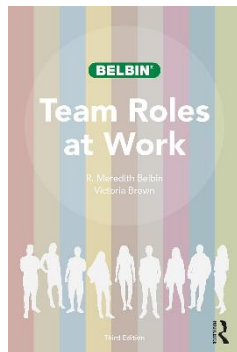
The COORDINATOR wrapped it all up:
“Better than any eulogy we could pen
Best tribute is to keep making Belbin happen!”



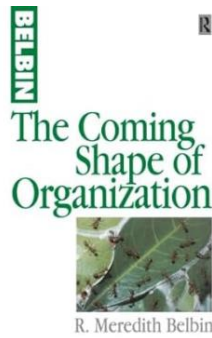
The Prolific Author he was ... Books by Dr Meredith Belbin



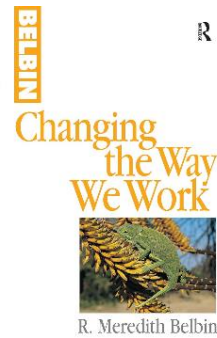
Cited by Financial Times as one of the top fifty business books of all time, this was the book that introduced Dr Meredith Belbin's path breaking work to the world.



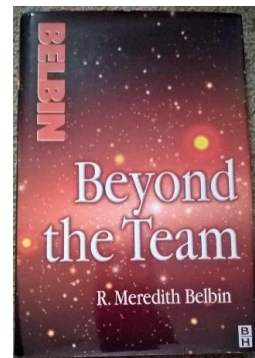
A practical guide to Belbin Team Roles that supported application the nine Belbin Team Roles in a real-life setting.



Dr. Meredith Belbin turned his focus from the problems of typical hierarchies to restructured flatter organisations, that come with their own unique challenges



Dr. Belbin introduced radical new approaches to work allocation and distribution, designed to improve efficiency, through this book



Extensive work with organisations worldwide inspired Dr Belbin to provide further insights into the workings of teams and groups, in this book

Time flies... Memories linger...



SEPT 2016: CAMBRIDGE : With Malathy Sethuram, Ravi Sundaram & Nigel Belbin



SEPT 2016: CLARE COLLEGE : With Barrie Watson



JULY 2024: CAMBRIDGE : Meredith with the Team from CERT INDIA : Jaishankar, Yasmeen, Ravi, Nagabhushana & Haam

The Wisdom of Dr Meredith..

Quotes on human behaviour and teams

- "When people work in effective combinations, they achieve so much more than when they're working alone. But to do that, we need a language, and it needs to be a language which is shared and enables people to communicate with one another."
- "Simply putting together, a number of people and expecting them to work as a team is not enough."
- "Self-knowledge is heightened by the understanding of others"
- "Do you want a collection of brilliant minds or a brilliant collection of minds?"
- "What is needed is not well-balanced individuals, but individuals who balance well with each other"
- "The types of behaviour in which people engage are infinite. But the range of useful behaviours, which make an effective contribution to team performance, is finite. These behaviours are grouped into a set number of related clusters, to which the term Team Role is applied."
- "A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role that is understood by other members"
- "A good team leader treats members of a team like actors on a stage. There need to be exits and entrances. Not everyone is required to be on the stage at the same time"
- "Nobody is perfect but a team can be"



RAVI'S CORNER

*Do people only create problems?
Or do they have great potential?*

*People..... Possibilities
People..... Preferences
People..... Positives
People..... Performance*

*Here blooms a gentle Plant.
The earth welcomes him happily.*

What magic did Meredith weave ?

*The magic of Allowable weakness
The magic of Accepting others
The magic of respecting differences
The magic of perfecting strengths
The magic of letting go
The magic of complementing each other
The magic of behavioural diversity
The magic of work and life*

What a magnificent magician he was

*The magician is no more
The music lives on forever
The magic will never die*

Thank you, Meredith.. for all that you have given to the world! In deep gratitude!