

As Projects progress different Team Roles are required



Read more on this theory by clicking [here](#) or on the module resource titled 'Belbin how to use team roles'.

Developing Your Management Skills

It goes without saying that every manager can improve their management skills, whether it be something as simple as remembering to say 'thank you' to a colleague for their support, or a job well done, or something more substantive like a change in behaviour. Self-awareness remains an important element of personal development: we can learn new skills and change behaviour only if we are prepared to acknowledge our limitations, to accept feedback from others, and to reflect on our performance.

For some managers, undertaking a psychometric assessment of their personality - the Myers Briggs Type Indicator (MBTI), the Big Five Personality Factors) or the Strength Deployment Inventory (SDI) - is a significant and worthwhile step. To understand the differences between personality and behaviour and how our own preferences affect our style of management is extremely helpful. If you have already completed a psychometric assessment - and many of us have as part of a management development programme or a job selection process - you will recognise how preference affects personal style. For those that have yet to complete a psychometric assessment, it is worth considering as part of your strategy to develop your skills as a manager.

If you consider how you like to be lead and managed by your boss, you are actually expressing a preference for that particular leadership style. Thus, if you like to be delegated to, your preferred leadership style is likely to be a 'delegating' style. Consequently, if you employ your preferred leadership style working with a member of staff who has a different preference, it is entirely possible that you will not be as effective in