

ICT Services Auckland University of Technology Belbin Applications

ICT Services provides technology services to all faculties and support services within the Auckland University of Technology. This is a rapidly growing tertiary education provider is leading edge in its application of ICT services – meeting the needs of both local and international students learning and research programmes.

Faced with this demand for the fast delivery and maintenance of the very best services, the ICT Services Director, Liz Gosling, has drawn on the Belbin Team Roles model and technology. Her goal has been to build a team culture within the directorate – one that is capable of delivering these services by drawing fully on the talents of professionals who enjoy their work and their work environment.

To build both individual's and their work teams' knowledge of their Team Roles, ICT Services has undertaken a novel and effective way of gaining this awareness. Taking advantage of Auckland City's location between two harbours, teams take a day out of normal work routines to walk the sixteen kilometres from one harbour to the other – the Coast to Coast walk. As they progress across the city they are introduced to the various Team Roles reports and encouraged to discuss and analyse these as they walk from point to point along the route. On arrival at the end of the walk on the northern harbour all are fully aware of their Team Roles profiles and how they might best contribute to their team's day to day work assignments. Plus they have a very tangible feeling of team achievement , 'We have walked across New Zealand', and a great reason to celebrate – all key elements of a vibrant and effective team culture.



Back in the ICT Services workplace all teams have constructed A1 sized Team Wheel wall posters. These use named post-its to identify each team member's top Team Roles and - as they are easily updated - allow for the re-assignment of team members across the many projects undertaken. The wheels are displayed as an ever present reminder of what each person brings to the team – and that team work is the base line of ICT Services operations.

Regular team meetings and team process review workshops aim to maintain the team approach and Team Roles profiling makes up a key part of all new recruits ICT Services induction

Director Liz Gosling sees great benefit in the common language created by this Team Roles knowledge right across the directorate. 'Its positive and blame free style puts everyone on the front foot. And it enables new recruits and new teams to put their energies into the tasks in hand rather than into having to work out how best to interact.'

BELBIN New Zealand has worked with the Auckland University of Technology Organisation Development specialists, Vivienne Duffy and Lorraine Parker to assist ICT Services in developing and implementing and this approach. To find out more contact Belbin NZ: www.belbin.co.nz