

## **POVZETEK**

**Raziskovalno vprašanje (RV):** Kaj je tim? Kaj je timsko delo? Kakšne vloge osebnosti po Belbinu obstajajo v timskem sodelovanju? Katere timske vloge so izražene v timih organizacije? Kako učinkoviti so timi glede na razporeditev timskih vlog? Kako povezati zaposlene v time, da bo rezultat dela najboljši?

**Namen:** Predstaviti tim, timsko delo in komunikacijo znotraj tima ter katere vloge osebnosti obstajajo po Belbinovem testu. Cilj naloge je pridobiti teoretično znanje na področju timskega dela in predstaviti vloge osebnosti, ki obstajajo po Belbinovem testu.

**Metoda:** Teoretični uvod diplomske naloge bo pripravljen na podlagi relevantne literature in virov s področja timskega dela. V raziskovalnem delu bomo informacije o osebnostnih vlogah pridobili z Belbinovim osebnostnim samoocenjevalnim testom, s katerim bomo hkrati ugotavljali vedenje in odzivanje zaposlenih v timu. Ankete bodo statistično obdelane s pomočjo excela in obrazca za analizo Belbinovega testa. Pri analizi s pomočjo excela bomo ugotavljali posamezne vzorce na predpisanih tabelah. Tako bomo analizirali tudi vsakega zaposlenega. S kvalitativno metodo bomo prišli do ugotovitev, kako posameznik dejansko funkcionira v timu in primerjali podobnosti in ujemanje rezultatov Belbinovega testa z dejansko vlogo. Posameznikov pogled na dobljene rezultate testa bomo opravili s pomočjo fokusne skupine petih zaposlenih, in sicer z intervjujem.

**Rezultati:** Prepoznavnost timskih vlog in uporaba v praksi. Individualno analizirati vsakega zaposlenega. Na podlagi ugotovitev se pripravi predlog za boljše povezovanje zaposlenih v take time, da bodo na osnovi timskih vlog maksimalno ustrezali delu, ki se v organizaciji izvaja.

**Organizacija:** Management organizacije mora za uspešno poslovanje zagotavljati znotraj organizacije urejeno delovno okolje in povezovanje zaposlenih v time.

**Družba:** Tako kot za organizacije je tudi za družbo pomembno, da spozna vloge osebnosti, kajti tudi v življenju se različne osebnosti povezujejo in delujejo v skupnosti. Zato ni slabo, če vsak posameznik prouči svoje lastnosti oz. vloge in jih poskuša nadgraditi za svoj boljši osebnostni in poslovni razvoj.

**Originalnost:** Proučitev več različnih virov, ki govorijo o vlogah osebnosti in iz vseh povzeti v celoto.

**Omejitve/nadaljnje raziskovanje:** Raziskava je omejena na pisne vire ter lastne izkušnje z delom v neprofitni organizaciji, v kateri tudi sodelujemo in delujemo kot tim.

**Ključne besede:** tim, timsko delo, tipi in osebnostne vloge po Belbinu.

## **ABSTRACT**

### **REVIEW TEAM ROLES IN THE NON-PROFIT ORGANIZATION**

**Research Question (RQ):** What is a team? What is teamwork? What personality roles exist within a team according to Belbin? Which team roles can be seen in teams of an organization? How effective are teams with regards to the arrangement of roles within a team? How should the employees be teamed up to achieve the best work results?

**Purpose:** To present a team, teamwork, communication within a team and personality roles according to Belbin's test. The aim of this thesis is to gain theoretical knowledge in the field of teamwork and present personality roles that exist according to Belbin's test.

**Method:** Theoretical introduction to the thesis is based on the relevant literature in the field of teamwork whereas its research part is based on information obtained with help of Belbin's personality self-assessment test. The results of the test will help us determine the behavior and the response of all team members. All surveys will be statistically processed using Excel and a form used to analyze Belbin's test. The Excel analysis will help us determine individual patterns in the required tables. It will also make it possible to analyze each employee individually as well as each of the seven sets of questions. The qualitative method makes it possible to see how an individual actually functions within a team and to compare the results to the ones obtained with help of Belbin's test. An individual's view of the test results will be obtained by interviewing five employees, who are our control group.

**Results:** Being able to recognize all roles within a team and their use in practice. Individual analysis of each employee. Based on the findings of the survey a proposition for a better integration of employees in teams will be made to optimize the work that is carried out within the organization.

**Organization:** The management of the organization must provide good work conditions and the integration of the employees into teams to achieve good results.

**Society:** Just as for the organization is also important for the society to learn about personality roles. In life as well as in a community different personalities team up so it is important for each individual to know their own characteristics, their personality roles and to be able to upgrade them to achieve personal growth and business development.

**Originality:** To examine a number of different sources dealing with personality roles, to make a summary and draw conclusions.

**Limitations/Future Research:** The study is limited to written sources and my own work experience in an organization in which we work together as a team.

**Keywords:** team, teamwork, types and personality roles according to Belbin.