BELBIN® Recruiting for the Team

While skills and knowledge can be acquired by training and experience, they are insufficient by themselves to ensure suitability for a job. Stress and other problems tend to be created when the demands of a particular form of work conflict with the natural or preferred behaviour of the job-holder (suitability). This gives rise to the 'Placement Dilemma' facing most line managers and recruiters - how to achieve the highest fulfilment of 'eligibility' and 'suitability' criteria from the pool of applicants?

'While a number of applicants may be eligible for the job, who is the most suitable?'

Eligibility can be understood as the 'entry criteria' and shows past performance and "What you know" (Task focus): *i.e. skills, qualifications, relevant experience, references, acceptability at interview.*

Suitability can be viewed as 'performance criteria' and is an indicator of future achievement and "Who you are" (Team focus): *i.e. behavioural tendencies, temperament, aptitude, versatility, assessments, role fit.*

Although entry criteria (e.g. the qualifications etc to secure the interview) are important, they are not in themselves guarantees that the person will be successful in the job. Belbin argues that suitability, even at the total exclusion of eligibility, should be the recruiter's primary goal. Suitability represents the behaviours specified as being critical or important for the job success. If the applicant is highly suitable the eligibility factors such as experience and knowledge can be cultivated later.

THE PLACEMENT EQUATION		
ELIGIBILITY **Entry Criteria** **Past achievements** **Qualifications** **Relevant experience** **References** **Acceptability at interview**	**+**	**SUITABILITY** **Performance Criteria** **Future Performance** **Aptitude** **Assessments** **Talent** **Role fit with those adjacent to job**
"What you know"		**"Who you are"**

THE PLACEMENT OUTCOMES

The consequences or outcomes of the suitability/eligibility argument are shown below:

	SUITABLE	UNSUITABLE
ELIGIBLE	Ideal Fit (Short Stayers)	Poor Fit (Problems)
BARELY ELIGIBLE	Surprise Fit (Long Stayers)	Total Misfit (Leavers)