Belbin Team Roles

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<th>Role</th>
<th>Description</th>
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| **Shaper**        | Highly motivated with a lot of nervous energy and a great need for achievement.  
                    | Like to challenge lead and push others to action, can be headstrong and emotional in response to disappointment or frustration.  
                    | Generally make good managers because they generate action and thrive on pressure.                                                           |
| **Plant**         | Innovators and inventors – can be highly creative.  
                    | Often enjoy working on their own away from other members of the team.  
                    | Tend to be introvert and react strongly to criticism and praise.  
                    | Great for generating new proposals and to solve complex problems.                                                                           |
| **Co-ordinator**  | Ability to pull a group together to work towards a shared goal.  
                    | Mature, trusting, and confident they delegate readily. They stay calm under pressure.  
                    | Quick to spot an individual’s talents and use them to pursue group objectives.  
                    | Co-ordinators are useful to have in charge of a team with their diverse skills and personal characteristics.                                  |
| **Monitor**       | Serious-minded, prudent individuals.  
                    | Slow decision makers who prefer to think things over – usually highly critical thinking ability.  
                    | Usually make shrewd judgements by taking into account all the factors.  
                    | Important when analysing problems and evaluating ideas and suggestions.                                                                        |
| **Evaluator**     | Good communicators both with other members of the group and with external organisations.  
                    | Natural negotiators, adept at exploring new opportunities.  
                    | Adept at finding out what resources are available and what can be done.  
                    | Relaxed personalities with strong inquisitive sense and a readiness to see the possibilities of anything new.  
                    | Very good for finding resources and heading negotiations.                                                                                   |
| **Resource**      | Well organised, enjoy routine and have a practical common-sense and self discipline.  
                    | Systematic approach to tackling problems  
                    | Reliable and hardworking.  
                    | Will do what needs to be done whether or not they will enjoy the task.                                                                        |
| **Investigator**  | Supportive members of the team.  
                    | Flexible and adaptable to different situations and people.  
                    | Perceptive and diplomatic.  
                    | Good listeners  
                    | Good at allowing everyone in the group to contribute.                                                                                       |
| **Implementer**   | Have a great capacity for follow-through and attention to detail, and seldom start what they cannot finish.  
                    | Dislike carelessness  
                    | Reluctant to delegate, they prefer to tackle tasks themselves.  
                    | Good at tasks that involve close concentration and a close degree of accuracy.                                                                |
| **Team worker**   | Pride themselves on acquiring technical skills and specialist knowledge.  
                    | Priorities are to maintain professional standards and advance their own subject.  
                    | Very committed.  
                    | Important in providing the technical expertise and are usually called upon to make decisions involving in depth experience and expertise. |
| **Completer-Finisher** | Have a great capacity for follow-through and attention to detail, and seldom start what they cannot finish.  
                    | Dislike carelessness  
                    | Reluctant to delegate, they prefer to tackle tasks themselves.  
                    | Good at tasks that involve close concentration and a close degree of accuracy.                                                                |

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