

## BELBIN TEAM ROLES

<p><b>Resource Investigator</b></p> <p>They use their inquisitive nature to find ideas to bring back to the team.</p> <p><b>Strengths:</b> Outgoing, enthusiastic. Explores opportunities and develops contacts</p> <p><b>Allowable weaknesses:</b> Might be over-optimistic, and can lose interest once the initial enthusiasm has passed</p> <p><b>Don't be surprised to find that:</b> They might forget to follow up on a lead</p>	<p><b>Teamworker</b></p> <p>Help the team to gel, using their versatility to identify the work required and complete it on behalf of the team</p> <p><b>Strengths:</b> Co-operative, perceptive and diplomatic. Listens and averts friction</p> <p><b>Allowable weaknesses:</b> Can be indecisive in crunch situations and tends to avoid confrontation</p> <p><b>Don't be surprised to find that:</b> They might be hesitant to make unpopular decisions</p>	<p><b>Co-ordinator</b></p> <p>Needed to focus on the team's objectives, draw out team members and delegate work appropriately</p> <p><b>Strengths:</b> Mature, confident, identifies talent. Clarifies goals.</p> <p><b>Allowable weaknesses:</b> Can be seen as manipulative and might offload their own share of the work</p> <p><b>Don't be surprised to find that:</b> They might over-delegate, leaving themselves little work to do</p>
<p><b>Plant</b></p> <p>Tend to be highly creative and good at solving problems in unconventional ways</p> <p><b>Strengths:</b> Creative, imaginative, free-thinking, generates ideas and solves difficult problems</p> <p><b>Allowable weaknesses:</b> Might ignore incidentals, and may be too preoccupied to communicate effectively</p> <p><b>Don't be surprised to find that:</b> They could be absent minded or forgetful</p>	<p><b>Monitor Evaluator</b></p> <p>Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way</p> <p><b>Strengths:</b> Sober, strategic and discerning. Sees all options and judges accurately</p> <p><b>Allowable weaknesses:</b> Sometimes lacks the drive and ability to inspire others and can be overly critical</p> <p><b>Don't be surprised to find that:</b> They could be slow to come to decisions</p>	<p><b>Specialist</b></p> <p>Brings in-depth knowledge of a key area to the team</p> <p><b>Strengths:</b> Single-minded, self-starting and dedicated. They provide specialist knowledge and skills</p> <p><b>Allowable weaknesses:</b> Tends to contribute on a narrow front and can dwell on the technicalities</p> <p><b>Don't be surprised to find that:</b> They overload you with information</p>
<p><b>Shaper</b></p> <p>Provide the necessary drive to ensure that the team keeps moving and does not lose focus or momentum</p> <p><b>Strengths:</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles</p> <p><b>Allowable weaknesses:</b> Can be prone to provocation, and may sometimes offend people's feelings</p> <p><b>Don't be surprised to find that:</b> They could risk becoming aggressive and bad-humoured in their attempts to get things done</p>	<p><b>Implementer</b></p> <p>Needed to plan a workable strategy and carry it out as efficiently as possible</p> <p><b>Strengths:</b> Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done</p> <p><b>Allowable weaknesses:</b> Can be a bit inflexible and slow to respond to new possibilities</p> <p><b>Don't be surprised to find that:</b> They might be slow to relinquish their plans in favour of positive changes</p>	<p><b>Completer Finisher</b></p> <p>Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control</p> <p><b>Strengths:</b> Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects</p> <p><b>Allowable weaknesses:</b> Can be inclined to worry unduly, and reluctant to delegate</p> <p><b>Don't be surprised to find that:</b> They could be accused of taking their perfectionism to extremes</p>