

# BELBIN® Team Roles




## Tools for Building Teams

Dr Meredith Belbin's research work at Henley Management School identified nine Team Roles that are needed to contribute to high performance in any team.

Meredith Belbin defined a Team Role as:

***'A tendency to behave, contribute and interrelate with others in a particular way'.***

Belbin's research found that all nine roles need to be assigned for the team to perform to its full potential.

Team Roles	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Can be too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and energy to overcome obstacles.	Prone to provocation. Can offend people's feelings.
Monitor Evaluator 	Serious minded, strategic and discerning. Sees all options and judges accurately.	Can lack drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens, builds morale and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Conscientious and accurate. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides in-depth knowledge and skills in short supply.	May contribute only on a narrow front. Dwells on technicalities.

When we work in a team each of us will make our most effective contribution when we focus on just two or three of these roles. And an effective team will have a membership that covers all nine roles.