










Embracing Team Role Diversity

Team Role	Intrinsic Reward	Ideal Placement	To Be Avoided
 Plant	New possibilities	<ul style="list-style-type: none"> • Problem-solving • Open-ended work where expected outcomes not clear 	<ul style="list-style-type: none"> • Too much structure • Don't outline the problem and then tell them how to handle it
 Resource Investigator	Stimulation	<ul style="list-style-type: none"> • Freedom • Like being extended and challenged (e.g. by Shapers) 	<ul style="list-style-type: none"> • Too many constraints • Bureaucracy
 Co-ordinator	Shared success	<ul style="list-style-type: none"> • Best at assigning work to others • Make excellent people-managers 	<ul style="list-style-type: none"> • Need some flexibility in role • Often don't work well for Shapers
 Shaper	Achievement	<ul style="list-style-type: none"> • Like targets and clear expected outcomes • Prefer freedom on means to the end 	<ul style="list-style-type: none"> • Avoid them setting targets for others
 Monitor Evaluator	Clarity	<ul style="list-style-type: none"> • Advisory roles • Suited to making a few longer-term, key decisions • Clarity about objectives 	<ul style="list-style-type: none"> • Roles that are too defined and prescribed • Often don't work well with Shapers
 Teamworker	Harmony	<ul style="list-style-type: none"> • Flexibility makes them easy to place • Need re-assurance 	<ul style="list-style-type: none"> • Working in isolation
 Implementer	Efficiency	<ul style="list-style-type: none"> • Clear structures and reporting relationships • Give responsibility for efficiency and schedules 	<ul style="list-style-type: none"> • Changing parameters of the task once underway • Change without clarity on its necessity and purpose
 Completer Finisher	High standards	<ul style="list-style-type: none"> • Clear terms of reference • Able to do a few things well • Need appreciation and reassurance (for anxiety) 	<ul style="list-style-type: none"> • Overloading with work due to their ability to produce high standards • Danger of too many targets creating undue anxiety
 Specialist	Interest	<ul style="list-style-type: none"> • Freedom to research (within clear boundaries) • Managed by people who are interesting in finding out what they have to offer (CO/ME) 	<ul style="list-style-type: none"> • De-motivated if others aren't interested in their work • Departmental meetings with a broad agenda

Source: Tom Robson, Belbin Symposium 2010.