










What Happens when a Particular

BELBIN[®]

Team Role is Missing...

Missing Team Role	Probable Effect on Team
 Plant	Lack of original ideas or strategies in problem solving, or in developing new programmes.
 Resource Investigators	Lack of information on relevant current events, and on opportunities and threats in the environment.
 Co-ordinator	Team's common goal and priorities poorly defined; members' efforts not well coordinated.
 Shaper	Lack of sense of urgency; obstacles become apparently insurmountable.
 Monitor Evaluator	Important options not properly considered; biased thinking goes undetected; no broad plan.
 Teamworker	Lack of caring for members' needs; differences of opinion escalate into abrasive conflicts.
 Implementer	Lack of practical checking out of what can be achieved; poor action planning.
 Completer Finisher	Projects not completed on time; preventable errors and oversights occur.
 Specialist	Lack of informed advice in relevant specialist area e.g. legal, financial, health, etc.