










Team Role	Contribution
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.

Exercise Two:

What is the weakness of each role?

- 1 Offends people's feelings.
- 2 Reluctant to delegate.
- 3 Somewhat inflexible. Slow to respond to new possibilities.
- 4 Ignores incidentals. Too preoccupied to communicate effectively.
- 5 Contributes only on a narrow front. Dwells on technicalities.
- 6 Overoptimistic. Loses interest once initial enthusiasm has passed.
- 7 Lacks drive and ability to inspire others. Can be overly critical.
- 8 Can be seen as manipulative. Offloads own share of work.
- 9 Indecisive in crunch situations. Avoids confrontation.