

Belbin has identified nine different clusters of behaviour that are effective in enabling team progress. Each Team Role has strengths (the contribution made by playing that role) and weaknesses - behaviours which facilitate those strengths. Weaknesses are termed 'allowable' if the individual shows the corresponding strength, and if they do not detract from the contribution overall. It's usual to have a few preferred Team Roles, and to display both strengths and weaknesses for those roles.



Resource Investigator

Strengths:
Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.

Associated/Allowable Weaknesses:
Over-optimistic. Loses interest once initial enthusiasm has passed.



Plant

Strengths:
Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

Associated/Allowable Weaknesses:
Ignores incidentals. Too pre-occupied to communicate effectively.



Shaper

Strengths:
Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Associated/Allowable Weaknesses:
Prone to provocation. Offends people's feelings.



Teamworker

Strengths:
Co-operative, perceptive and diplomatic. Listens and averts friction.

Associated/Allowable Weaknesses:
Indecisive in crunch situations. Avoids confrontation.



Monitor Evaluator

Strengths:
Sober, strategic and discerning. Sees all options and judges accurately.

Associated/Allowable Weaknesses:
Lacks drive and ability to inspire others. Can be overly critical.



Implementer

Strengths:
Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.

Associated/Allowable Weaknesses:
Somewhat inflexible. Slow to respond to new possibilities.



Co-ordinator

Strengths:
Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

Associated/Allowable Weaknesses:
Can be seen as manipulative. Offloads own share of the work.



Specialist

Strengths:
Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.

Associated/Allowable Weaknesses:
Contributes only on a narrow front. Dwells on technicalities.



Completer Finisher

Strengths:
Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Associated/Allowable Weaknesses:
Inclined to worry unduly. Reluctant to delegate.



RI
Resource Investigator



TW
Teamworker



CO
Co-ordinator



PL
Plant



ME
Monitor Evaluator



SP
Specialist



SH
Shaper



IMP
Implementer



CF
Completer Finisher