

Belbin Team Roles

Belbin® Team Roles, developed by Dr. Meredith Belin, measure behaviour, not personality and identify people's behavioural strengths and weaknesses in the workplace. The team roles are defined as *"The tendency to behave, contribute and interrelate with others in a particular way."* Dr. Meridith Belbin

Belbin Team Roles are used by thousands of organisations today. Identifying your team roles and those of others in your organisation helps you to work to and use your strengths while steps to manage your weaknesses.

The Belbin Team Roles are categorised as follows:



Plant (PL)

The Plant tends to be highly creative and good at solving problems in unconventional ways.

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

Allowable Weaknesses: Ignores incidentals. Too preoccupied to communicate effectively.



Monitor Evaluator (ME)

The Monitor Evaluator provides a logical eye, makes impartial judgements where required and weighs up the team's options in a dispassionate way.

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

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



Co-ordinator (CO)

Co-ordinators focus on the team's objectives, draw out team members and delegate work appropriately.

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

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



Resource Investigator (RI)

Resource Investigator provides inside knowledge on the opposition and makes sure that the team's idea is carried to the world outside the team.

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

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



Implementor (IMP)

Implementers are needed to plan a practical, workable strategy and carry it out as efficiently as possible.

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

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



Completer Finisher (CF)

Completer Finishers are most effectively used at the end of a task, to scrutinise the work for errors, subjecting it to the highest standards of quality control.

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

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



Teamworker (TW)

Teamworkers help the team to gel, using their versatility to identify the work required and complete it on behalf of the team.

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

Allowable Weaknesses: Indecisive in crunch situations. Avoids confrontation.



Shaper (SH)

Shapers provide the drive that is necessary to ensure that the team keeps moving, stays focused and does not lose momentum.

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

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



Specialist (SP)

The Specialist was the ninth Team Role to be identified. The Specialist has an in-depth knowledge of a key area and is recognised as yet another essential team contribution.

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

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