## Belbin® Team Role Summary Descriptions

### Resource Investigator
- **Contribution:** Outgoing, enthusiastic. Explores opportunities and develops contacts.
- **Allowable Weaknesses:** Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.

### Teamworker
- **Contribution:** Co-operative, perceptive and diplomatic. Listens and averts friction.
- **Allowable Weaknesses:** Can be indecisive in crunch situations and tends to avoid confrontation.

### Co-ordinator
- **Contribution:** Mature, confident, identifies talent. Clarifies goals. Delegates effectively.
- **Allowable Weaknesses:** Can be seen as manipulative and might offload their own share of the work.

### Plant
- **Contribution:** Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.
- **Allowable Weaknesses:** Might ignore incidentals, and may be too pre-occupied to communicate effectively.

### Monitor Evaluator
- **Contribution:** Sober, strategic and discerning. Sees all options and judges accurately.
- **Allowable Weaknesses:** Sometimes lacks the drive and ability to inspire others and can be overly critical.

### Specialist
- **Contribution:** Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.
- **Allowable Weaknesses:** Can only contribute on a narrow front and tends to dwell on the technicalities.

### Shaper
- **Contribution:** Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.
- **Allowable Weaknesses:** Can be prone to provocation, and may sometimes offend people’s feelings.

### Implementer
- **Contribution:** Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.
- **Allowable Weaknesses:** Can be a bit inflexible and slow to respond to new possibilities.

### Completer Finisher
- **Contribution:** Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
- **Allowable Weaknesses:** Can be inclined to worry unduly, and reluctant to delegate.