

**Belbin has identified nine different clusters of behaviour – contributions that people can make to facilitate team progress.** These are called the Belbin Team Roles. Each role has strengths and associated weaknesses. If a strength is present, the corresponding weakness is often termed ‘allowable’. 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.



### **Teamworker**

**Strengths:**

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

**Associated/Allowable Weaknesses:**

Indecisive in crunch situations. Avoids confrontation.



### **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.



### **Plant**

**Strengths:**

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

**Associated/Allowable Weaknesses:**

Ignores incidentals. Too preoccupied to communicate effectively.



### **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.



### **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.



### **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.



### **Implementer**

**Strengths:**

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

**Associated/Allowable Weaknesses:**

Slow to respond to new possibilities. Somewhat inflexible.



### **Completer Finisher**

**Strengths:**

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

**Associated/Allowable Weaknesses:**

Inclined to worry unduly. Reluctant to delegate.