

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.