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:**

**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.

**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.

**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 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.