Belbin’s model

- Human behaviour in decision making groups is not random
- A team role is simply “a tendency to behave, contribute and interrelate with others in a particular way.”
- 8 distinct roles have been identified
- Most people have 2 or 3 preferred roles
- Most people can be flexible about the roles they adopt – remember that context matters!
Belbin can usefully be used for:

- Enhancing your self-awareness
- Team formation
- Thinking about combination implications
- Gap filling
Implementer (IM)*

**Role:** To translate general concepts and plans into a practical working brief and to carry out that brief in a systematic fashion.

**As a person:** Disciplined, reliable, conservative, hard-working, predictable

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**Team role contribution**
- Organising
- Dealing with practical details
- Planning - turning strategies into actions
- ‘Workhorse’

**Possible weaknesses**
- Inflexible and unresponsive to new ideas
- Unconstructive criticism
- Obstructing change

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David Beckham, Scotty (Star trek), Gordon Brown

* Sometimes also called ‘Company Worker’
Co-ordinator (CO)

**Role:** To control and organise the activities of the team, making best use of the resources available

**As a person:** Mature, calm, self-confident, fair minded, quietly charismatic

### Team role contribution
- Clarifies goals
- Promotes effective decision making
- Good chairman
- Good listener
- Delegates well

### Possible weaknesses
- Delegates personal work
- Can be seen as manipulative
- Often of average intellect and creative ability
- ‘Glory stealer’

M, Nelson Mandela, Bill Clinton
Shaper (SH)

Role: To give shape and form to the team’s activities

As a person: Outgoing, dynamic, challenging, has drive and courage

Team role contribution
- Providing direction in discussions
- Objective setting
- Challenging inertia and complacency
- Leadership

Possible weaknesses
- Argumentative
- Not always likeable
- Prone to irritation
- Hurts people’s feelings
- Bullying

Gordon Ramsey, Arnold Schwarzenegger, Margaret Thatcher
**Plant (PL)**

**Role:** To act as a prime source of ideas and innovation for the team

**As a person:** Individualistic, intellectual, serious minded, unorthodox, creative

<table>
<thead>
<tr>
<th>Team role contribution</th>
<th>Possible weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Creative genius</td>
<td>• ‘Up in the clouds’</td>
</tr>
<tr>
<td>• Imagination</td>
<td>• Inclined to ignore practical details</td>
</tr>
<tr>
<td>• Focus on major strategic issues</td>
<td>• Ignores goals</td>
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<td></td>
<td>• Overly strong personal ownership of ideas</td>
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</tbody>
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Q, J K Rowling, Sir Clive Sinclair, James Dyson
Resource Investigator (RI)

**Role:** To explore outside resources and develop contacts that may be helpful to the team

**As a person:** Enthusiastic, extrovert, communicative, good under pressure

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**Team role contribution**
- Makes and develops new contacts
- Explores new opportunities
- ‘Fixer’
- Maintaining harmony within team

**Possible weaknesses**
- Rapid loss of interest
- Relax when pressure is off
- Over optimistic
- Poor follow-through

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Richard Branson, Anita Roddick, ‘Del Boy’
Monitor Evaluator (ME)

**Role:** To analyse ideas and suggestions both from within and outside the team and to evaluate their feasibility and practical value in terms of the team’s objectives.

**As a person:** Highly intelligent, sober, strategic, critical, sceptical

**Team role contribution**
- Seeing and judging a range of options
- Critical thinking
- Developing ideas to fruition
- Stopping unsound ideas/approaches

**Possible weaknesses**
- Lacks drive and ability to inspire.
- Overly critical
- ‘Punch ups’ with Plants!
- Cynicism

Tony Benn, Jeremy Paxman, Simon Cowell
Team Worker (TW)

**Role:** To help individual members to achieve and maintain team effectiveness

**As a person:** Socially oriented, mild, likeable, sensitive, perceptive

**Team role contribution**
- Counsellor and conciliator
- Improves intra-group communication
- Fostering a sense of team spirit
- Building on suggestions

**Possible weaknesses**
- Indecisive
- Competing for status
- Ostentatious behaviour
- Avoiding ‘pressure’ situations

Cheryl Cole, Matthew Pinsent
Completer Finisher (CF)

Role: To ensure that the team’s efforts are as near perfect as possible and that nothing gets overlooked

As a person: Conscientious, orderly, anxious, painstaking

Team role contribution
- Following through
- Quality control, attention to detail
- Providing a sense of urgency
- Safety net, spotting omissions

Possible weaknesses
- Worrying too much
- Perfectionism
- Losing sight of the overall plan
- Negative thinking
- Obsessive behaviour

Miss Moneypenny, Jonny Wilkinson, Paula Radcliffe
Team tasks

• Exploring: PL and RI
• Organizing: CO and IM
• Controlling: SH
• Monitoring: ME and CF
• Supporting: TW
• Imagining: PL
The Team Role Triangle

- Task
  - Completer
  - Shaper

- People
  - Implementer
  - Team Worker
  - Monitor
  - Evaluator
  - Investigator
  - Co-ordinator
  - Resource Investigator

- Ideas
  - Plant

The Team Role Triangle