



Belbin's Team Roles



UNIVERSITY OF
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Judge Business School

Accelerate Cambridge

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

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

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

Team role contribution

- Creative genius
- Imagination
- Focus on major strategic issues

Possible weaknesses

- 'Up in the clouds'
- Inclined to ignore practical details
- Ignores goals
- Overly strong personal ownership of ideas

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

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

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 Money Penny, Jonny Wilkinson, Paula Radcliffe

Team tasks

- Exploring: PL and RI
- Organizing: CO and IM
- Controlling: SH
- Monitoring: ME and CF
- Supporting: TW
- Imagining: PL

Finishers

Creators

**COMPLETER
FINISHER**

PLANT

**MONITOR
EVALUATOR**

**RESOURCE
INVESTIGATOR**

IMPLEMENTER

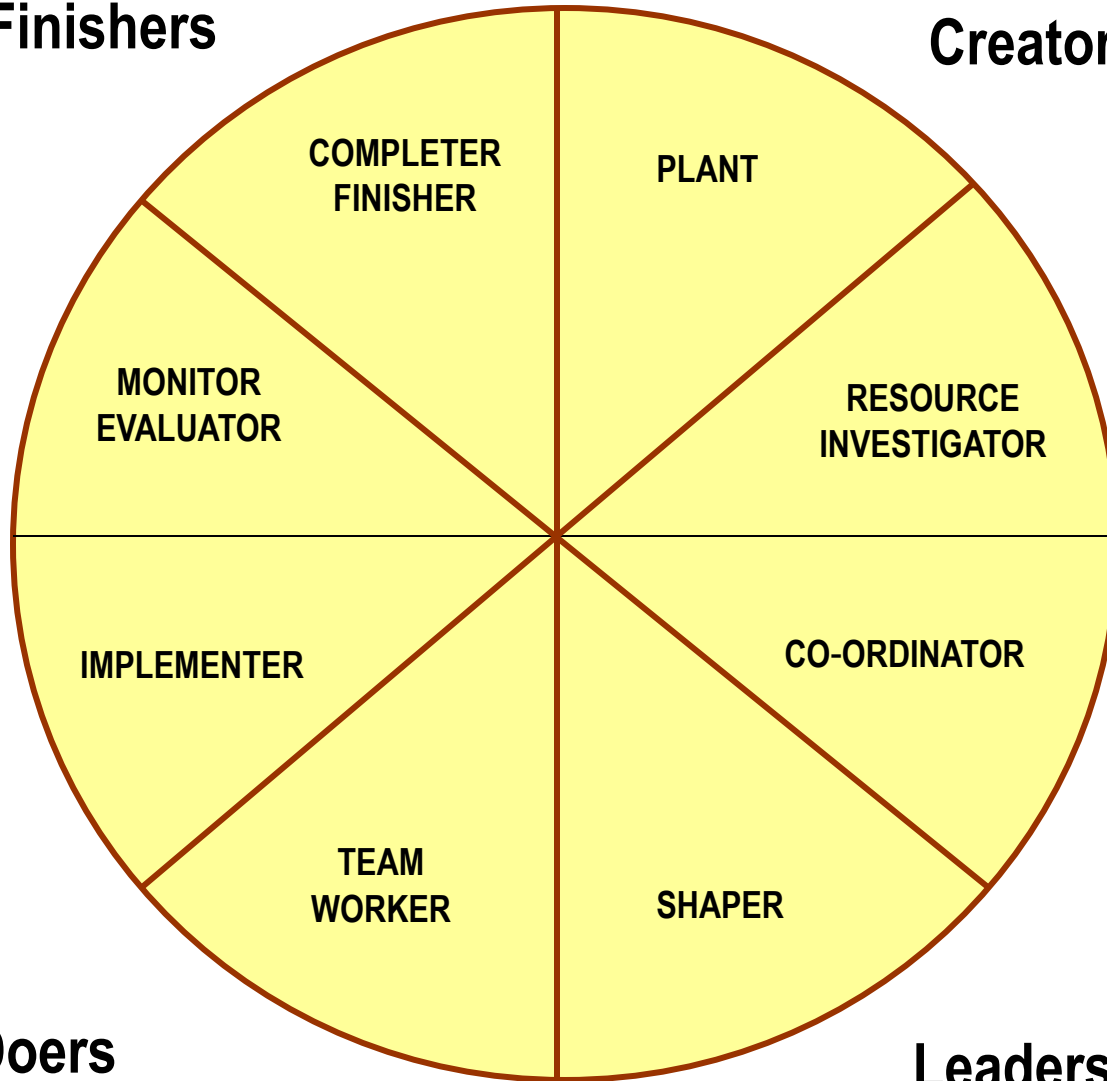
CO-ORDINATOR

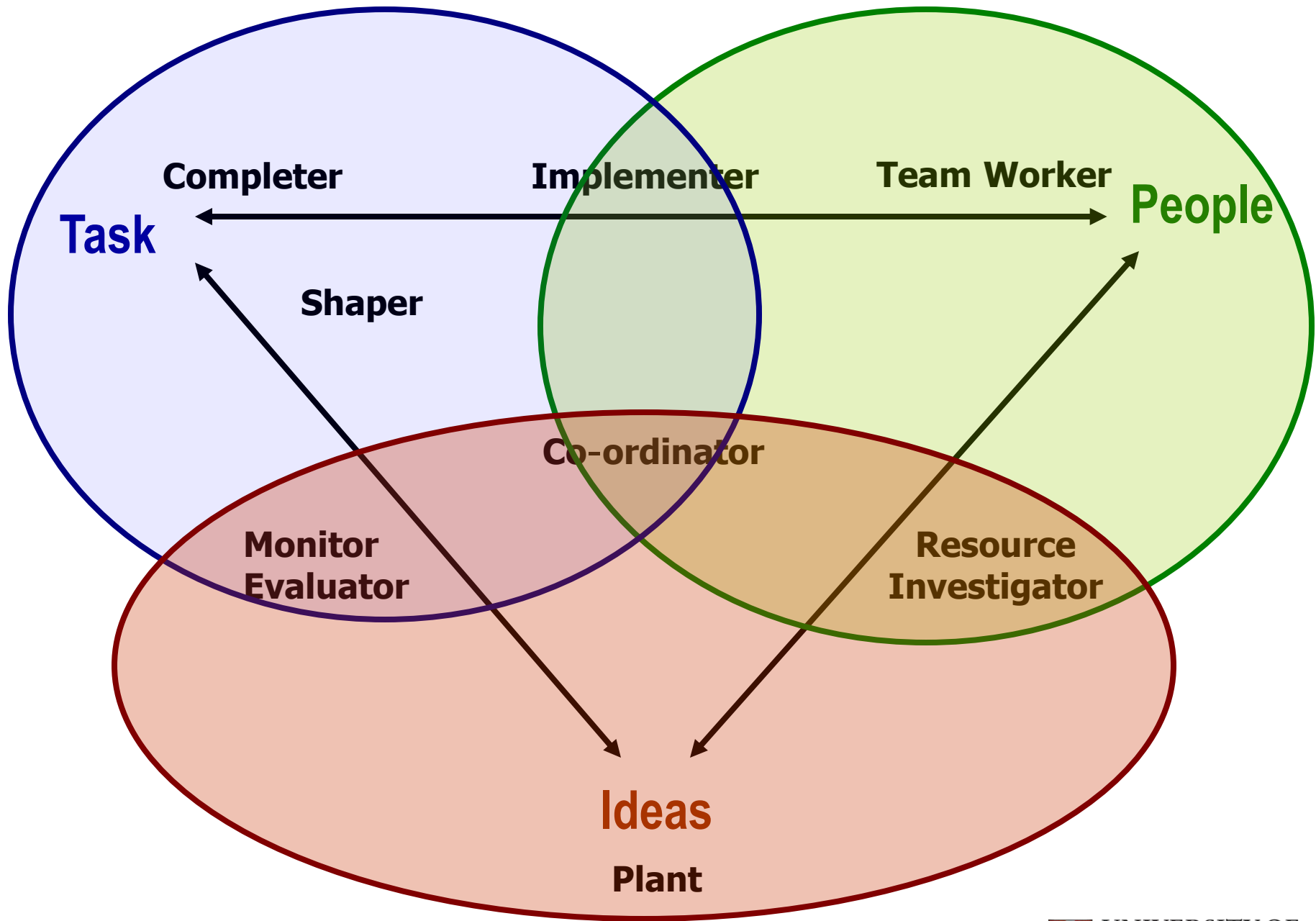
**TEAM
WORKER**

SHAPER

Doers

Leaders





The Team Role Triangle