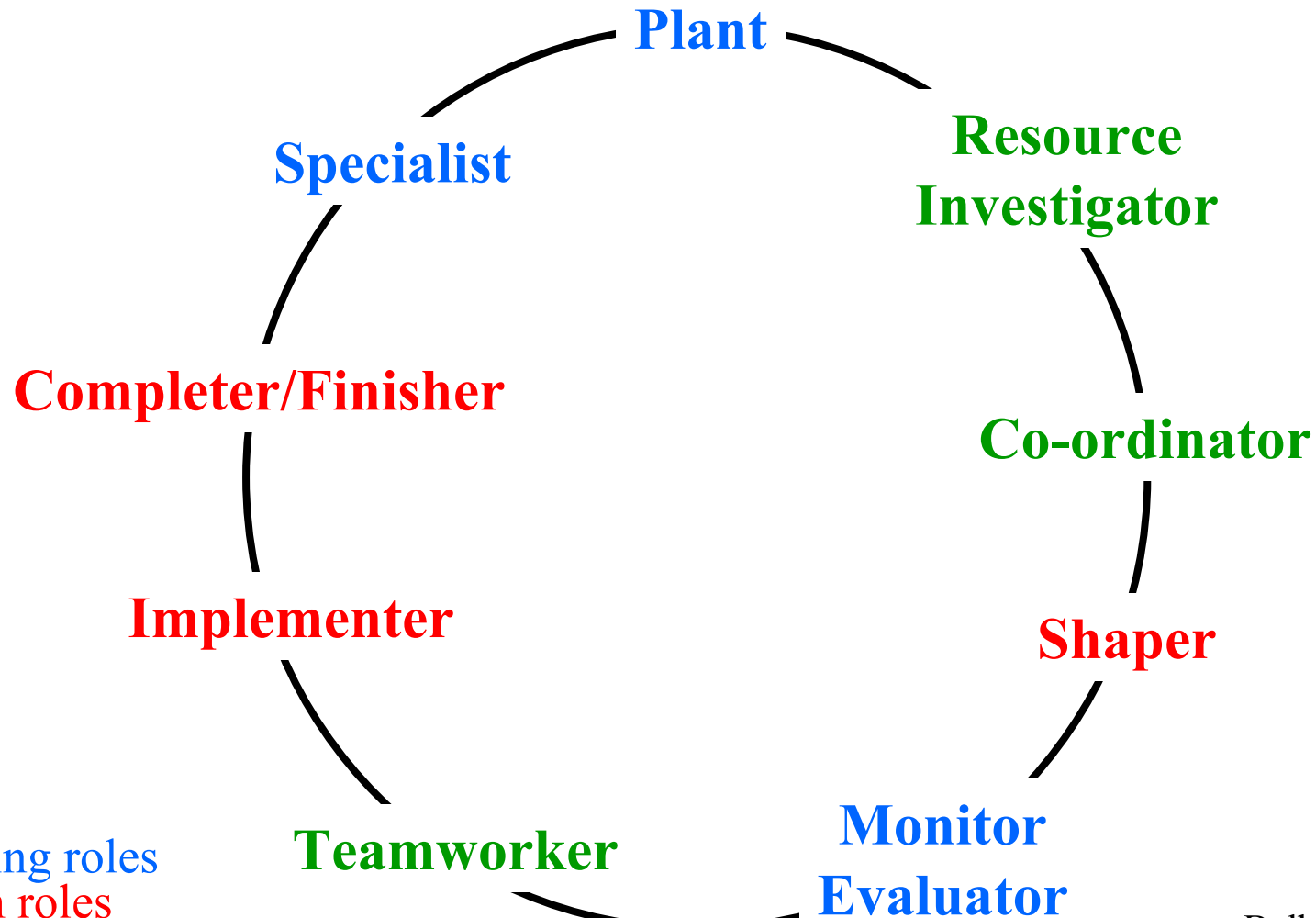


Belbin's Nine Team Roles



Belbin

The Nine Team Roles

Team Role	Description & Contribution	Allowable Weaknesses
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores details. Too preoccupied to communicate effectively
Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Overoptimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator	Mature, confident, a good chairperson. Clarifies goals, promotes decision-making, delegates well.	Can be seen as manipulative. Delegates personal work.
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Can provoke others. Tends to hurt people's feelings.
Monitor Evaluator	Sober, strategic and discerning. Sees all options. Judges accurately.	Lacks drive and ability to inspire others. Overly critical.

The Nine Team Roles (cont.)

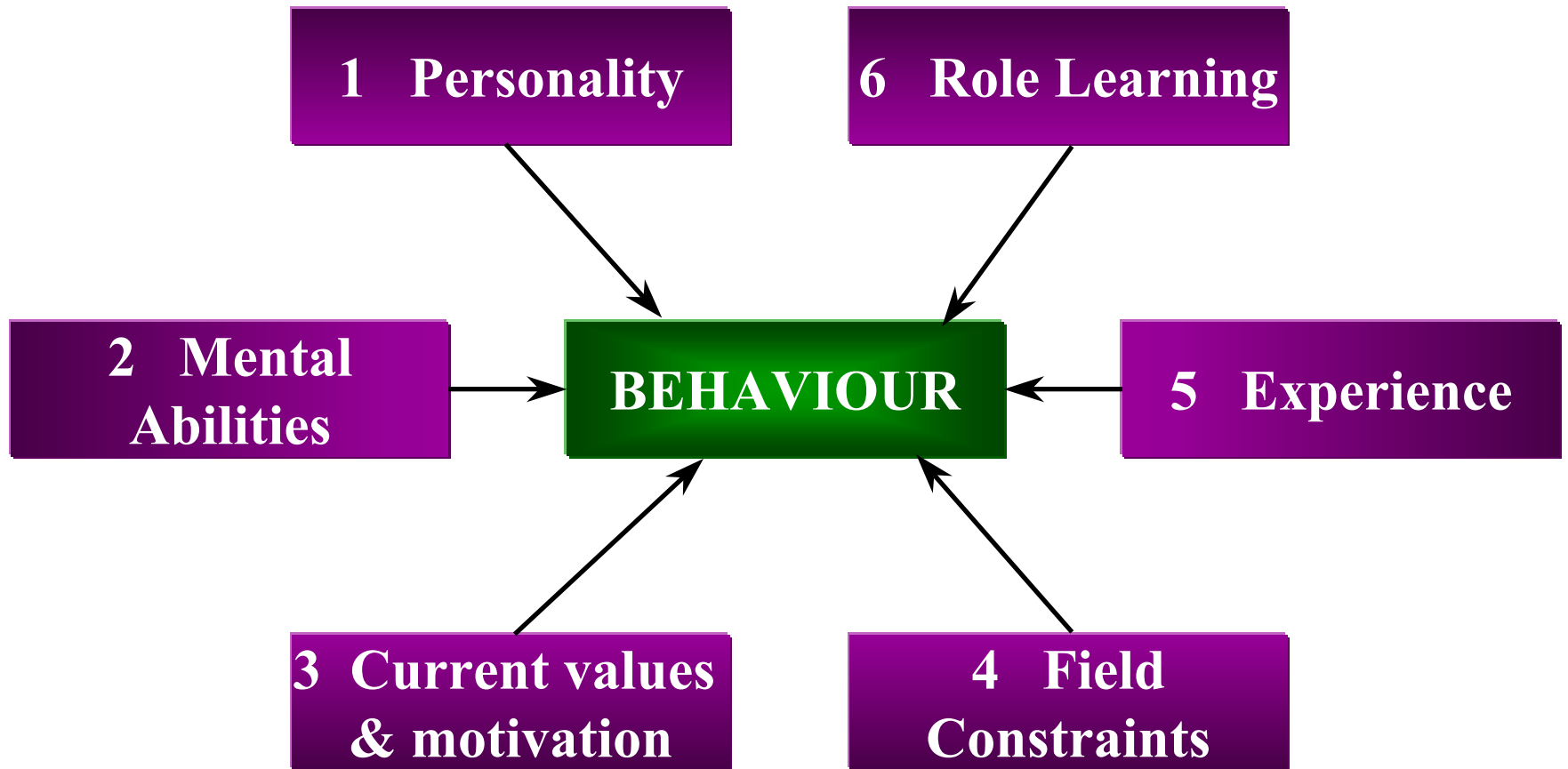
Team Role	Description & Contribution	Allowable Weaknesses
Teamworker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction, calms the waters.	Indecisive in crunch situations. Can be easily influenced.
Implementer	Disciplined, reliable, conservative and efficient. Turns ideas into practical actions.	Somewhat inflexible. Slow to respond to new possibilities.
Completer	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to delegate. Can be a nit-picker.
Specialist	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a narrow front. Dwells on technicalities. Overlooks the 'big picture'.

A Thin Line Can Separate Some Allowable Weaknesses from Unacceptable Behaviour

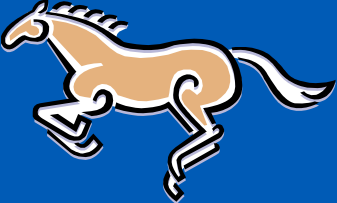


	Weaknesses	
Team Role	Allowable	Not allowable
Plant	Preoccupation with ideas and neglect of practical matters	Strong 'ownership' of idea when co-operation with others would yield better results
Resource Investigator	Loss of enthusiasm once initial excitement has passed	Letting clients down by neglecting to follow up arrangements
Co-ordinator	An inclination to be lazy if someone else can be found to do the work	Taking credit for the effort of a team
Shaper	A proneness to frustration and irritation	Inability to recover situation with good humour or apology
Monitor Evaluator	Scepticism with logic	Cynicism without logic

A Thin Line Can Separate Some Allowable Weaknesses from Unacceptable Behaviour

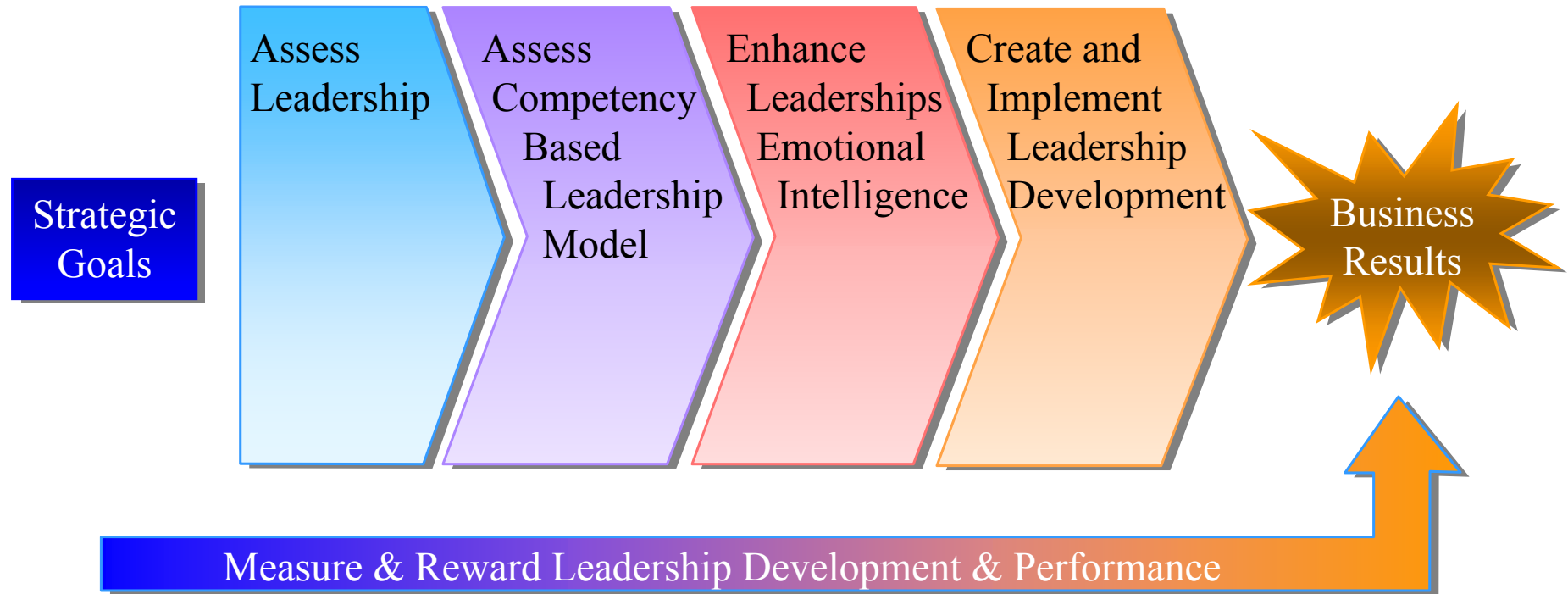
	Weaknesses	
Team Role	Allowable	Not allowable
Team Worker	Indecision on crucial issues	Avoiding situations that may entail pressure
Implementer	Adherence to the orthodox and proven	Obstructing change
Completer	Perfectionism	Obsessional behaviour
Specialist	Acquiring knowledge for its own sake	Ignoring factors outside own area of competence



Human Resource Strategies Throughout The Ages

Era	Criteria for assigning work	Method
<p>Pre-industrial</p> 	<p>By category:</p> <ul style="list-style-type: none"> • age • sex • tribe • class 	<p>Visual inspection</p>
<p>Industrial</p> 	<p>By qualifications:</p> <ul style="list-style-type: none"> • trade skills • experience • education 	<p>Cartificates Selection panel</p>
<p>Post-industrial</p> 	<p>By person shape:</p> <ul style="list-style-type: none"> • team role • personal orientation 	<p>Computer matching Counselling interview</p>

The Route to Effective Leadership



Understanding the Dynamics of Leadership Styles & Climate

