

Belbin is a way to talk about how people behave

Over many years, Dr Meredith Belbin closely studied people at work. From his research, he discovered 9 key behaviours: that's 9 different ways of working and contributing to a team or organisation. He called them Team Roles. Each one has plus points (the strengths) and minus points (the associated weaknesses). It is usual to have both elements of a particular role.



PLANT

Strengths: Creative, imaginative and original. Solves difficult problems.

Allowable weaknesses: Can ignore other considerations and be too busy with new ideas to communicate effectively.



RESOURCE INVESTIGATOR

Strengths: Enthusiastic and communicative. Explores opportunities and enjoys meeting new people.

Allowable weaknesses: Can be over-optimistic, then lose interest once initial enthusiasm has passed.



CO-ORDINATOR

Strengths: Mature and confident. Aware of priorities. Encourages others.

Allowable weaknesses: Can ask others to do things that they should do themselves.



TEAMWORKER

Strengths: Works well with others, is perceptive and diplomatic. Listens well and avoids friction.

Allowable weaknesses: Can be indecisive in important situations.



MONITOR EVALUATOR

Strengths: Weighs and balances all options without emotion. Judges accurately.

Allowable weaknesses: Can lack drive and ability to inspire others.



SHAPER

Strengths: Competitive, enjoys working under pressure. Motivated to overcome difficulties.

Allowable weaknesses: Can be impatient and offend other people.



IMPLEMENTER

Strengths: Efficient and likes structured working. Turns ideas into practical actions.

Allowable weaknesses: Doesn't like change and can be inflexible.



COMPLETER FINISHER

Strengths: Searches out and corrects mistakes. Ensures work is done to a high standard and points out omissions.

Allowable weaknesses: Inclined to worry and become anxious. Doesn't like to share work with others.



SPECIALIST

Strengths: Dedicated to a particular subject. Provides knowledge and skills that others do not possess.

Allowable weaknesses: Contributes only on a narrow front. Dwells on technicalities.