

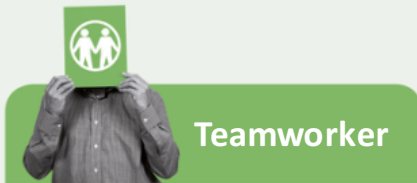
Belbin® Team Role Summary Descriptions



Resource Investigator

Contribution: Outgoing, enthusiastic. Explores opportunities and develops contacts.

Allowable Weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.



Teamworker

Contribution: Co-operative, perceptive and diplomatic. Listens and averts friction.

Allowable Weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.



Co-ordinator

Contribution: Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

Allowable Weaknesses: Can be seen as manipulative and might offload their own share of the work.



Plant

Contribution: Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

Allowable Weaknesses: Might ignore incidentals, and may be too pre-occupied to communicate effectively.



Monitor Evaluator

Contribution: Sober, strategic and discerning. Sees all options and judges accurately.

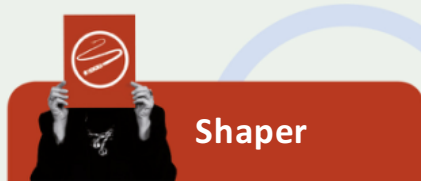
Allowable Weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.



Specialist

Contribution: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.

Allowable Weaknesses: Can only contribute on a narrow front and tends to dwell on the technicalities.



Shaper

Contribution: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Allowable Weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.



Implementer

Contribution: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.

Allowable Weaknesses: Can be a bit inflexible and slow to respond to new possibilities.



Completer Finisher

Contribution: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Allowable Weaknesses: Can be inclined to worry unduly, and reluctant to delegate.