

Belbin Team Roles Handout

Belbin's model of team roles describes different characteristics of members within a team, all of which contribute different qualities and are necessary to achieve balance. Understanding the different roles that people assume can help you as a manager/supporter to identify their strengths and weaknesses. This, in turn, can help you to appropriately support and develop individuals, as well as improve the team's overall performance. Balancing your team with the right people in this way will help you to carry out your role more effectively.

Below is a brief summary of the key characteristics of each of the different Belbin roles.

Action Oriented Roles

The Implementer

- practical organiser
- turns ideas into practical tasks and plans
- methodical, trustworthy, efficient
- well organised and disciplined
- can be conservative, inflexible or resistant to change

The Shaper:

- outgoing
- dominant
- task focused
- works with drive and passion
- can be oversensitive, irritable and impatient

The Completer-Finisher:

- checks details
- monitors deadlines
- chases others
- important role but not always popular

People Oriented Roles

The Coordinator:

- presides over team
- coordinates work
- good judge of people and things
- talks and listens well
- works through others

The Resource-Investigator:

- extrovert

- sociable and relaxed
- provides new contacts, ideas and developments
- needs team to pick up their ideas

The Team Worker:

- supportive to others
- listens and encourages
- understands individuals' needs
- likable and popular
- not competitive

Thought Oriented Roles

The Monitor-Evaluator:

- intelligent
- analytic
- dependable
- dissects ideas and arguments
- can be aloof from team
- needed for quality control

The Plant:

- creative
- innovative
- comes up with new ideas and approaches
- often introverted
- tends to ignore given parameters and constraints
- ideas can be impractical at times

The Specialist:

- expert in their area
- provides specialised skills/knowledge
- works to maintain professional status
- commits themselves fully to their field of expertise
- can be preoccupied with technicalities at the expense of the bigger picture