

## Belbin's team roles

These types (or 'roles') were defined by Dr. R. Meredith Belbin after studying teams at Henley Management College.

### Belbin roles

The Belbin roles and brief descriptions are:

Overall	Belbin roles	Description
Doing / acting	Implementer	Well-organized and predictable. Takes basic ideas and makes them work in practice. Can be slow.
	Shaper	Lots of energy and action, challenging others to move forwards. Can be insensitive.
	Completer/Finisher	Reliably sees things through to the end, ironing out the wrinkles and ensuring everything works well. Can worry too much and not trust others.
Thinking / problem-solving	Plant	Solves difficult problems with original and creative ideas. Can be poor communicator and may ignore the details.
	Monitor/Evaluator	Sees the big picture. Thinks carefully and accurately about things. May lack energy or ability to inspire others.
	Specialist	Has expert knowledge/skills in key areas and will solve many problems here. Can be disinterested in all other areas.
People / feelings	Coordinator	Respected leader who helps everyone focus on their task. Can be seen as excessively controlling.
	Team worker	Cares for individuals and the team. Good listener and works to resolve social problems. Can have problems making difficult decisions.

	Resource/investigator	Explores new ideas and possibilities with energy and with others. Good networker. Can be too optimistic and lose energy after the initial flush.
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Note the linkage here to [Head, hands and heart preferences](#).

Another way of dividing them is:

Overall	Belbin role
Leading	Coordinator
	Shaper
Doing	Implementer
	Completer/finisher
Thinking	Monitor/Evaluator
	Plant
	Specialist
Socializing	Resource/investigator
	Team Worker

## Balanced teams

Teams work best when there is a balance of primary roles and when team members know their roles, work to their strengths and actively manage weaknesses.

- To achieve the best balance, there should be:
- One Co-ordinator or Shaper (not both) for leader
- A Plant to stimulate ideas
- A Monitor/evaluator to maintain honesty and clarity
- One or more Implementer, Team worker, Resource investigator or Completer/finisher to make things happen

## So what?

Identify types when starting up teams and ensure you have a good balance (or handle the difference).

## See also

[Margerison-McCann Team Performance Wheel](#)

<http://www.belbin.com/belbin-team-roles.htm>