

DESCRIPTION OF BELBIN'S TEAM ROLES

Role name	Strengths and styles
Coordinator (CO)	Able to get others working to a shared aim; confident, mature - (originally called 'Chairman' by Belbin)
Shaper (SH)	Motivated, energetic, achievement-driven, assertive, competitive
Plant (PL)	Innovative, inventive, creative, original, imaginative, unorthodox, problem-solving
Monitor-Evaluator (ME)	Serious, prudent, critical thinker, analytical
Implementer (IMP)	Systematic, common sense, loyal, structured, reliable, dependable, practicable, efficient (originally called 'Company Workers')
Resource Investigator (RI)	Quick, good communicator, networker, outgoing, affable, seeks and finds options, negotiator
Team Worker (TW)	Supportive, sociable, flexible, adaptable, perceptive, listener, calming influence, mediator
Completer-Finisher (CF)	Attention to detail, accurate, high standards, quality orientated, delivers to schedule and specification
Specialist (SP)	Technical expert, highly focused capability and knowledge, driven by professional standards and dedication to personal subject area