# Belbin Team Roles

* Highest-scoring role = Predominant team role (your preferred / natural role)
* Next highest-scoring role(s) = Secondary team role(s) which you will probably be able to adopt instead of, or as well as, your predominant role.
* Lowest 2 or 3 = roles best avoided

| **ROLE** | **CODE** | **TEAM CONTRIBUTION / POSITIVE QUALITIES** | **ALLOWABLE WEAKNESSES** |
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| **Co-ordinator** | **CO** | Strong ability to clarify team goals and maintain focus. Co-ordinates efforts of team members, encourages everyone to contribute. Good chairperson. Calm, self-confident, mature, controlled | Sometimes only average in terms of intellect or creative ability. Colleagues may believe he/she delegates too readily. |
| **Shaper** | **SH** | Demonstrates drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception. Thrives on pressure. Has the drive and courage to overcome obstacles. | Prone to provocation, irritation, and impatience. Short-lived bursts of temper. Can be abrasive. |
| **Plant** | **PL** | Creative, imaginative, intellectual. Unorthodox at times, a source of original solutions to problems. | Head in the clouds, inclined to disregard practical details or protocol. Too preoccupied at times to communicate well, not good at day to day management. |
| **Monitor-Evaluator** | **ME** | Offers measure, dispassionate, critical analysis. Sound judgement. Good at weighing up pros and cons. Keeps everyone on track. | Lacks drive and the ability to motivate others. Tends to be overly critical. |
| **Resource Investigator** | **RI** | A capacity for contacting people and exploring anything new. An ability to respond to challenge. Opportunistic, extrovert, enthusiastic, strong communication skills. | Liable to lose interest once the initial fascination has passed. Over-optimistic at times. Offloads personal work, and can be seen as manipulative. |
| **Completer** | **C** | A capacity to follow-through. Perfectionist - painstaking approach, always keen to check the details. Highly conscientious and delivers on time. | A tendency to worry about small things. A reluctance to let go or delegate. Intolerant of slap dash. |
| **Team Worker** | **TW** | Co-operative, perceptive diplomat. Able to respond to people and to situations, and to promote team spirit - listens, builds on everyone's ideas and averts friction. | Indecisive at moments of crisis. |
| **Implementer** | **I** | Disciplines, reliable, conservative, efficient. Strong organising ability, practical common sense, hard-working and logical. Good at designing processes/procedures, and turning ideas into practical actions. | Lack of flexibility, slow to respond to new / unproven ideas. |