

<i>BELBIN ROLES</i>	<i>POSITIVE QUALITIES</i>	<i>ALLOWABLE WEAKNESSES</i>
CW Company Worker	Well organised and predictable. Takes basic ideas and makes them work in practice. Disciplined, reliable and efficient.	Can be slow. Somewhat inflexible
SH Shaper	Lots of energy and action, challenging others to move forward. Thrives on pressure.	Prone to provocation. Can be insensitive.
CF Completer/ Finisher	Reliable sees things through to the end, ironing out the wrinkles and ensuring everything works well. Conscientious, painstaking.	Can worry too much and not trust others.
PL Plant	Solves difficult problems with original and creative ideas, Imaginative, unorthodox.	Can be too pre-occupied to communicate effectively. May ignore the details.
ME Monitor/ Evaluator	Sees the big picture. Thinks carefully and accurately about things. Sober, strategic and discerning.	May lack energy or ability to inspire others.
CH Chair	Respected leader who helps everyone focus on their task. Clarifies goals, promotes decision- making, delegates well.	Can be seen as excessively controlling. Offloads personal work.
TW Team Worker	Co-operative, mild, perceptive, diplomatic. Cares for individuals and the team. Good listener and works to resolve social problems.	Can have problems making difficult decisions.
RI Resource Investigator	Extrovert, enthusiastic, communicative. Explores new ideas and possibilities with energy and with others.	Can be too optimistic and lose energy after the initial flush.
Specialist	Single minded, self starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.