

Team Roles

Business & Management

The nine behavioural roles, and why a team of one type fails.

Belbin's nine roles, grouped by orientation.

Group	Roles
Thinking	Plant — creative; Monitor Evaluator — analytical; Specialist — expert
Action	Shaper — drives; Implementer — organises; Completer Finisher — polishes
People	Coordinator — chairs; Teamworker — supports; Resource Investigator — networks

Every role has an 'allowable weakness'. A Plant is often poor at communicating; a Completer Finisher often cannot delegate.