



## **Belbin Team Roles**

### ***Background to Meredith Belbin "Team Roles" and their descriptions***

Summary of contents

1. Belbin Roles
2. The Plant
3. The Resource Investigator
4. The Coordinator
5. The Shaper
6. The Monitor Evaluator
7. The Team-Worker
8. The Implementer
9. The Completer Finisher
10. The Specialist

#### **george james knowledge base**

During the course of our business we have produced and continue to produce tip sheets and training notes which we make freely available for download and distribution from the **george james knowledge base**. These documents cover all areas of our services; Recruitment, Sales Training, Corporate Development, Performance Coaching, HR Services, and Interim Management & Non-Exec Directorships. In addition guest articles are added providing useful tips and ideas on areas not covered by george james ltd. For a full listing please go to [www.georgejamesltd.co.uk](http://www.georgejamesltd.co.uk)

We hope that you find this document interesting and are able to put it to good use. If you wish to discuss any of the points raised please contact us. Should you wish to reproduce part or all of this download in your own material please contact us for permission.

**Document ref: GJKB0021**

## **Belbin Roles**

Meredith Belbin in his work at Henley Management College, identified 9 clusters of behaviour – each of which is called a team role. Each team role has a corresponding combination of strengths and allowable weaknesses.

Evaluation of individuals or groups Belbin® Profiles enables:

## **Recruitment**

Candidates to be cost effectively pre screened in order to evaluate areas of fit and potential mismatch with your vacancy. This allows the interviewer to prepare in advance questions specifically designed to investigate fully potential areas where the candidate may not meet the job requirements thereby helping avoid costly hiring mistakes.

In addition to profiling candidates Job Evaluation allows the profiling of a vacancy by those to whom the position reports, those already in a similar role or others with an intimate knowledge of what the job entails. This can provide the added benefit of highlighting areas where the view of what is required is not consistent and hence these can be resolved prior to embarking on the costly process of interviewing candidates for a role which is not clearly defined by those who are making the hiring decision.

Once the vacancy is defined the profile of each candidate and hence their suitability can then be clearly evaluated and reported.

## **Team Training/Building**

By understanding each others profiles, corresponding strengths and allowable weaknesses Belbin® profiles of a team enable each individual to understand how they can each best contribute, how they interact with colleagues and the value of each of their colleagues. It provides a common language for facilitating better understanding in a team by highlighting complimentary skills and different weakness. One of the consequences of this is that there can be understandable differences between team members. By providing a framework to discuss this it can assist in team building by helping each individual to value the contribution made by others and accepting that differences in style and approach are beneficial to the overall team.

## **Individual Performance coaching**

When working with a key individual to develop their maximum value for a company the first place to start is to agree “where the individual is now” what are their strengths, corresponding allowable weakness and how can they use this knowledge to develop their own most effective behaviours. In addition to individual assessment, observer assessments from colleague can help validate, or challenge, a persons own self perception of their profile.

The use of Belbin® is a valuable tool not just in [Recruitment](#) and [Training](#) but in our [HR Services](#) such as [Retention Strategies](#), [Career Development](#), [Succession Management](#) and providing [Careers Advice](#).

For further background on Belbin follow the link: [www.belbin.com](http://www.belbin.com)

## **2. The Plant**

Plants are creative, unorthodox and a generator of ideas. If an innovative solution to a problem is needed, a Plant is a good person to ask. A good plant will be bright and free-thinking. The Plant bears a strong resemblance to the popular caricature of the absentminded professor-inventor, and often has a hard time communicating ideas to others.

## **3. The Resource Investigator**

The Resource Investigator gives a team a rush of enthusiasm at the start of the project by vigorously pursuing contacts and opportunities. He or she is focused outside the team, and has a finger firmly on the pulse of the outside world. Where a Plant creates new ideas, a Resource Investigator will quite happily borrow them from other companies or people. A good Resource Investigator is a maker of possibilities and an excellent networker, but has a tendency to lose momentum towards the end of a project and to forget small details.

## **4. The Coordinator**

A Coordinator often becomes the default chairperson of a team, stepping back to see the big picture. Coordinators are confident, stable and mature and because they recognise abilities in others, they are very good at delegating tasks to the right person for the job. The Coordinator clarifies decisions, helping everyone else focus on their tasks. Coordinators are sometimes perceived to be manipulative, and will tend to delegate all work, leaving nothing but the delegating for them to do.

## **5. The Shaper**

Shapers are the dynamic whip-crackers who provoke their team into action. They thrive on pressure and challenge, charging through obstacles and challenging others to do the same. Furthermore they will always say what they feel needs to be said to reach their goal. In their zeal to achieve their objectives, Shapers sometimes forget to be sensitive to the feelings and perceptions of others. They enjoy it rough and aren't afraid to play around.

## **6. The Monitor Evaluator**

Monitor Evaluators are fair and logical observers and judges of what is going on. Because they are good at detaching themselves from bias, they are often the ones to see all available options with the greatest clarity. They take everything into account and by moving slowly and analytically, will almost always come to the right decision. However, they can become excessively cynical, damping enthusiasm for anything without logical grounds, and they have a hard time inspiring themselves or others to be passionate about their work.

## **7. The Team-worker**

A Team-worker is the oil that keeps the machine, that is the team, running. They are good listeners and diplomats, talented at smoothing over conflicts and helping parties understand each other without becoming confrontational. The beneficial effect of a Team-worker is often not noticed until they are absent, when the team begins to argue and small but important things cease to happen. Because of an unwillingness to take sides, a Team-worker may not be able to take decisive action when it is needed.

## **8. The Implementer**

The Implementer takes what the other roles have suggested or asked, and turns their ideas into positive action. They are efficient and self-disciplined, and can always be relied on to deliver on time. They are motivated by their loyalty to the team or company, which means that they will often take on jobs everyone else avoids or dislikes. However, they may be seen as close-minded and inflexible since they will often have difficulty deviating from their own well-thought-out plans.

## **9. The Completer Finisher**

The Completer Finisher is a perfectionist and will often go the extra mile to make sure everything is "just right," and the things he or she delivers can be trusted to have been double-checked and then checked again. The Completer Finisher has a strong inward sense of the need for accuracy, rarely needing any encouragement from others because that individual's own high standards are what he or she tries to live up to. They may frustrate their teammates by worrying excessively about minor details and refusing to delegate tasks that they do not trust anyone else to perform.

## **10. The Specialist**

Specialists are passionate about learning in their own particular field. As a result, they will have the greatest depth of knowledge, and enjoy imparting it to others. They are constantly improving their wisdom. If there is anything they do not know the answer to, they will happily go and find it. Specialists bring a high level of concentration, ability, and skill in their discipline to the team, but can only contribute on that narrow front and will tend to be uninterested in anything which lies outside its narrow confines



Specialists in **Recruitment, Sales Training, Corporate Development, Performance Coaching, HR Services, and Interim Management & Non-Exec Directorships**

Serving the **Scientific and Technology Markets**

**Pan European** coverage with **United States** capability for major projects

#### **About You**

If in order to meet your personal and business objectives you need to recruit the best people, train and develop your existing team, develop the knowledge and skills of a key manager, raise additional funding or make an acquisition or divestiture we would like to speak with you.

If you are interested in developing your own knowledge and skill set to achieve further success and make the most of your talents with proven coaches we would like to talk.

If you are looking for your next career move or wish to have some impartial and experienced career advice we would like to hear from you

#### **Our Customers**

US companies looking to establish themselves in Europe needing to recruit and/or wanting assistance with the associated logistics.

European start up companies looking for additional funding, the recruitment of key staff or assistance with their HR processes.

Established small businesses to the largest international corporations looking to recruit train and develop their existing staff, review their HR processes or make an acquisition or divestiture.

European Distributors looking to recruit and/or train and develop their existing staff.

Venture Capitalists looking to recruit early stage commercial people into companies they have invested in.

**Recruitment**

**Sales Training**

**Corporate Development**

**Performance Coaching**

**HR Services**

**Interim Management & Non-Exec Directorships**

