










TEAM ROLES	STRENGTHS	WEAKNESSES	
Plant PL	Gifted, creative, and innovative. Sees difficult issues from new angles. The often-unorthodox approach can help solve difficult problems.	Is often too busy with own issues and is therefore not good at communicating with others. Forgetful and not practical. Sensitive to criticism.	
Resource Investigator RI	Outgoing, enthusiastic, curious, and communicative. Investigates opportunities and establishes contacts.	Volatile. Easily loses interest once the initial enthusiasm has settled. Speaks a lot.	
Coordinator CO	Mature, confident, and trusting. Can prioritize. Clarifies goals and makes decisions. Have an eye for the team members' talents.	May tend to manipulate and build empires.	
Shaper SH	Dynamic, highly geared, and restless. Challenges and creates pressure, finds ways around obstacles.	May have a fierce temper. Is impatient, assertive, and stubborn. Tends to be easily provoked.	
Monitor Evaluator ME	Analytical, sober, and objective. Exact judgment. Sees all the rational aspects of a case.	Very critical and sceptical. Very direct. Somewhat sluggish and not very inspiring to others.	
Team worker TW	Socially oriented, outgoing, and keenly observant. Sensitive, diplomatic, and flexible. Listens, builds, avoids friction, and creates a good climate.	May be indecisive and uncertain in crucial situations. May be hypersensitive. More talk than action.	
Implementer IMP	Disciplined, reliable, and loyal. Effective during stages of implementation. Realistic and practical.	Somewhat inflexible. Responds slowly to new opportunities.	
Completer Finisher CF	Caring, conscientious. Looks for mistakes and oversights. Persistent and accurate.	May have a tendency to worry unnecessarily. Perfectionist and zealous. Not inclined to delegate.	
Specialist SP	Contributes with specialised knowledge and technical skills. Strong professional commitment and confident. Very focussed on own goals and tasks.	Tends to isolate and be disinterested in other people. Guards own area and contributes narrowly within this.	

FIGURE 5.14
Belbin's Nine Team Roles. Source: Potential.dk