

Things 'To do' and 'Not to do'

Team Role	Do...	Don't...
Plant 	<p>Come up with ideas and suggestions for solving problems and working out solutions. Invent a new way of tackling the issues in hand.</p> <p>Create an original piece of work.</p> <p>Look at things from a different angle.</p>	<p>Evaluate your own ideas. Have strong ownership of your own ideas when co-operation with others would yield better results.</p>
Resource Investigator 	<p>Go outside the group to initiate new contacts.</p> <p>Develop the ideas of the PLANT. Use your enthusiasm to build up other people's enthusiasm.</p> <p>Search out new markets. Negotiate with others.</p>	<p>Let people down by neglecting to follow up arrangements. Talk too much so others cannot get enough air time.</p>
Co-ordinator 	<p>Establish an air of authority over the team with your mature approach. Bring others into discussions when they have things to contribute.</p> <p>Hold the group together.</p> <p>Praise and encourage others.</p>	<p>Take credit for the effort of the team. Overplay your status.</p> <p>Neglect to do your fair share of the work.</p>
Shaper 	<p>Get things moving. Stop complacency and laziness. Be honest, straightforward and open with others.</p> <p>Make sure the team is achieving goals.</p> <p>Push things forward.</p>	<p>Hold grudges, become overbearing. Lose your sense of humour when the going gets tough.</p>
Monitor Evaluator 	<p>Provide a balanced opinion on all ideas and options. Be ready to explain what actions you prefer and why. Stop ill thought out courses of action. Take your time over your decisions.</p>	<p>Be seen by the team as a cynic.</p> <p>Give a negative reaction to everything you hear. Dampen the positive approach of the team.</p>
Teamworker 	<p>Promote good team atmosphere by reacting to the needs of others. Support members of the group when necessary. Become a broker in times of argument, and defuse any hostility.</p>	<p>Avoid situations that may entail pressure. Side with the most dominant in a desire to please.</p>
Implementer 	<p>Organise systems. Ensure you and others follow the laid out procedures. Get down to the practical issues. Try and turn ideas into action. Be loyal to your organisation and people within it.</p>	<p>Obstruct change. Be resistant to new ideas of the team. Be seen as a "stick in the mud".</p>
Completer Finisher 	<p>Try to raise standards in all you do. Concern yourself with detail. Use your ability to help other members of the team who may not be so strong on accuracy. Promote excellence.</p>	<p>Allow perfectionism to turn into obsessive behaviour. Penny pinch or split hairs on trivial issues.</p>
Specialist	<p>Show your enthusiasm for a particular subject.</p> <p>Cultivate a sense of professionalism and encourage your fellow team members to trust your knowledge.</p> <p>Keep your expertise and skills up-to-date.</p>	<p>Discount the importance of factors outside your own area of competence. Become over protective of the boundaries of your job area.</p>

About Belbin team roles

Perhaps the most well-known set of team roles was put together by Meredith Belbin as a result of significant research. A team role is defined as 'a tendency to behave, contribute and interrelate with others in a particular way' and for a team to be successful it needs to have access to each of the following Belbin team roles. We have added the learning behaviours the role seems to relate closely to.

Action roles

Shaper Role

Shapers are dynamic and relish challenges. They don't quit when faced with challenges but strive to find the best ways to overcome challenges facing the team. Shapers have great interpersonal communication skills and work toward motivating other team members.

Perseverance, Collaboration.

Implementer Role

Implementers actually get things done in the team. They are practical, efficient and well-organized. Implementers turn the team's ideas and thoughts into actual plans but they're slow to accept change in a team.

Planning, Manage distractions.

Completer finishers

Finishers have an eye for detail. They're the ones who detect errors or omissions and strive to make sure that the team keeps to deadlines. They're neat and worry at the slightest sign of a problem. Finishers can have a problem with delegation; they would rather be overwhelmed than share their work with others. **Noticing, Reasoning.**

People oriented roles

Coordinator Role

Coordinators have the traditional team role. They have good listening skills and guide the team activities to meet the team's obligations. Coordinators are good at delegating duties in the team to meet the goals. **Listening and empathy.**

Team worker Role

Team workers ensure the team remains united. They work toward resolving conflict or issues affecting the team's dynamics. Team workers are very supportive of other team members and are thus popular within the team. Team workers may be non-committal during decision making because they don't want to be seen as taking sides: they put team cohesion ahead of their decision-making abilities. **Interdependence, Collaboration.**

Resource Investigator Role

Resource investigators are inquisitive and have great negotiating and networking skills. They relate to others easily and develop external contacts and negotiate for the team's resources. They tend to be quick thinkers and good at getting information from other people. **Capitalising, Collaboration.**

Thought oriented roles

Monitor-Evaluator Role

These are the critical thinkers in a team. They're serious minded and cautious in nature. They don't rush into decision making but prefer to critically analyse information before drawing any conclusions. May seem to lack the energy to motivate the team and slow to make decisions. **Questioning, Reasoning, Absorption.**

Specialist Role

People with expert knowledge in a particular area have the specialist role. Their contribution is limited to their area of expertise. Their priority is in maintaining their professional standards and it's their expert knowledge that makes them indispensable members of a team.

Plant Role

Plants are innovative members of the team. They come up with original approaches and ideas that help the team in solving problems or overcoming challenges. Plants prefer to work alone, like to be praised but can be affected by negative criticism. **Questioning, Imagining, Making links.**