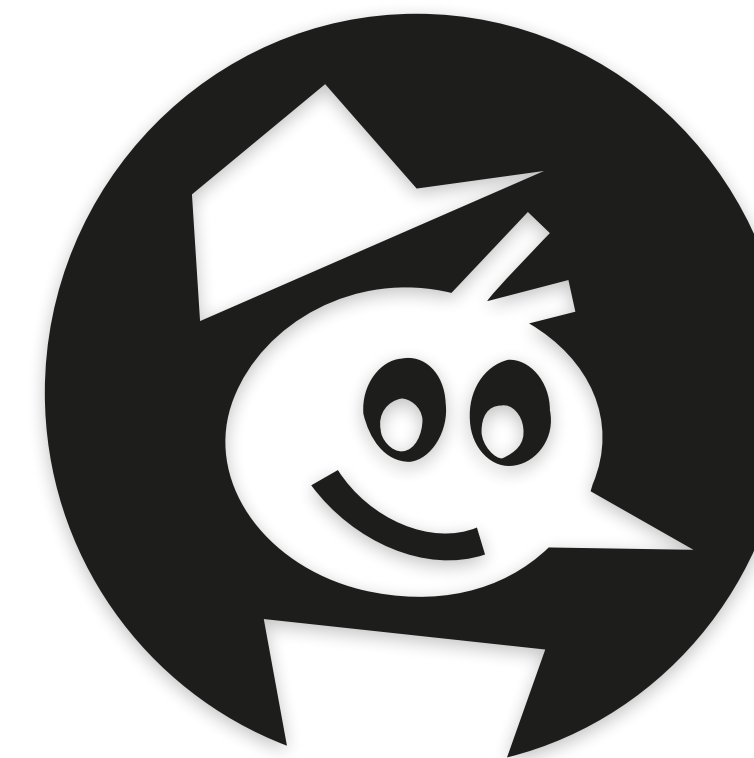
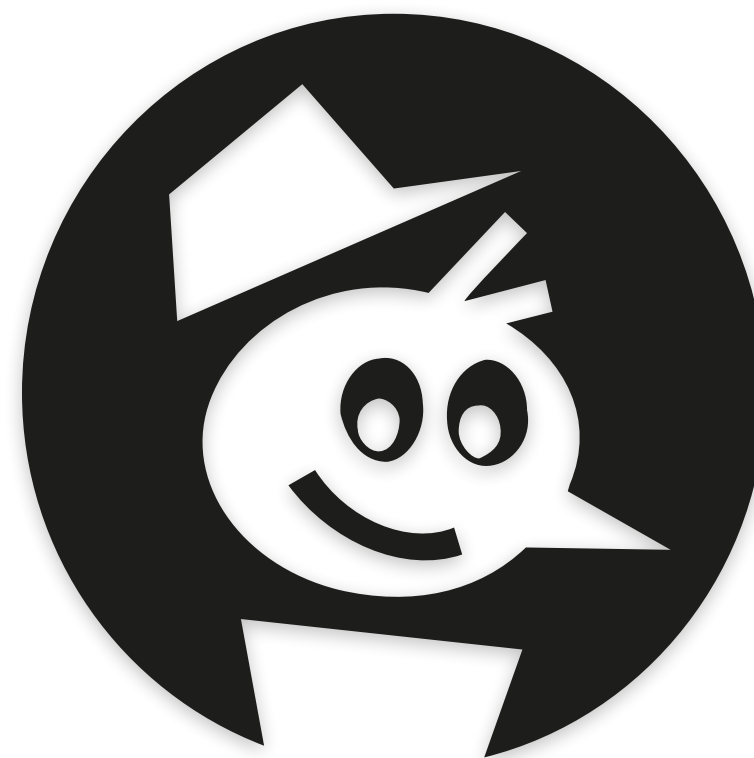


So you're a team player?

Okay, what kind?



# Belbin team roles

There are action-oriented roles, people-oriented roles, and thought-oriented roles

Partly your own natural working style, partly team dynamics

Why try to understand your ‘natural team role’?

— Manage your strengths and weaknesses

— Improve how you contribute

— Avoid teams that are all too similar

Action:	People:	Thought:
<p><b>Plant (aka Innovator)</b></p> <p>Tend to be highly creative and good at solving problems in unconventional ways</p> <p><b>Strengths:</b> Creative, imaginative, free-thinking, generates ideas and solves difficult problems</p> <p><b>Allowable weaknesses:</b> Might ignore incidentals, and may be too preoccupied to communicate effectively</p> <p><b>Don't be surprised to find that:</b> They could be absent minded or forgetful</p>	<p><b>Resource Investigator (aka Explorer)</b></p> <p>They use their inquisitive nature to find ideas to bring back to the team.</p> <p><b>Strengths:</b> Outgoing, enthusiastic, explores opportunities and develops contacts</p> <p><b>Allowable weaknesses:</b> Might be over-optimistic, and can lose interest once the initial enthusiasm has passed</p> <p><b>Don't be surprised to find that:</b> They might forget to follow up on a lead</p>	<p><b>Specialist (aka Expert)</b></p> <p>Brings in-depth knowledge of a key area to the team</p> <p><b>Strengths:</b> Single-minded, self-starting and dedicated; they provide specialist knowledge and skills</p> <p><b>Allowable weaknesses:</b> Tends to contribute on a narrow front and can dwell on the technicalities</p> <p><b>Don't be surprised to find that:</b> They overload you with information</p>
<p><b>Shaper (aka Driver)</b></p> <p>Provide the necessary drive to ensure that the team keeps moving and does not lose focus or momentum</p> <p><b>Strengths:</b> Challenging, dynamic, thrives on pressure, has the drive and courage to overcome obstacles</p> <p><b>Allowable weaknesses:</b> Can be prone to provocation, and may sometimes offend people's feelings</p> <p><b>Don't be surprised to find that:</b> They could risk becoming aggressive and bad-humoured in their attempts to get things done</p>	<p><b>Teamworker (aka Team Player)</b></p> <p>Help the team to gel, using their versatility to identify the work required and complete it on behalf of the team</p> <p><b>Strengths:</b> Co-operative, perceptive and diplomatic, listens and averts friction</p> <p><b>Allowable weaknesses:</b> Can be indecisive in crunch situations and tends to avoid confrontation</p> <p><b>Don't be surprised to find that:</b> They might be hesitant to make unpopular decisions</p>	<p><b>Monitor evaluator (aka Analyst)</b></p> <p>Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way</p> <p><b>Strengths:</b> Sober, strategic and discerning, sees all options, and judges accurately</p> <p><b>Allowable weaknesses:</b> Sometimes lacks the drive and ability to inspire others and can be overly critical</p> <p><b>Don't be surprised to find that:</b> They could be slow to come to decisions</p>
<p><b>Completer finisher (aka Completer)</b></p> <p>Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control</p> <p><b>Strengths:</b> Painstaking, conscientious, searches out errors, polishes and perfects</p> <p><b>Allowable weaknesses:</b> Can be inclined to worry unduly, and reluctant to delegate</p> <p><b>Don't be surprised to find that:</b> They could be accused of taking their perfectionism to extremes</p>	<p><b>Co-ordinator (aka Chairman)</b></p> <p>Needed to focus on the team's objectives, draw out team members and delegate work appropriately</p> <p><b>Strengths:</b> Mature, confident, identifies talent and clarifies goals.</p> <p><b>Allowable weaknesses:</b> Can be seen as manipulative and might offload their own share of the work</p> <p><b>Don't be surprised to find that:</b> They might over-delegate, leaving themselves little work to do</p>	<p><b>Implementer (aka Executive)</b></p> <p>Needed to plan a workable strategy and carry it out as efficiently as possible</p> <p><b>Strengths:</b> Practical, reliable, efficient; turns ideas into actions and organises work that needs to be done</p> <p><b>Allowable weaknesses:</b> Can be a bit inflexible and slow to respond to new possibilities</p> <p><b>Don't be surprised to find that:</b> They might be slow to relinquish their plans in favour of positive changes</p>

# Belbin team roles: Action-oriented



## Shaper (aka Driver)

**Provide the necessary drive to ensure that the team keeps moving and does not lose focus or momentum**

**Strengths:** Challenging, dynamic, thrives on pressure, has the drive and courage to overcome obstacles

**Allowable weaknesses:** Can be prone to provocation, and may sometimes offend people's feelings

**Don't be surprised to find that:** They could risk becoming aggressive and bad-humoured in their attempts to get things done

# Belbin team roles: Action-oriented



## Implementer (aka Executive)

**Needed to plan a workable strategy and carry it out as efficiently as possible**

**Strengths:** Practical, reliable, efficient; turns ideas into actions and organises work that needs to be done

**Allowable weaknesses:** Can be a bit inflexible and slow to respond to new possibilities

**Don't be surprised to find that:** They might be slow to relinquish their plans in favour of positive changes

# Belbin team roles: Action-oriented



## Completer finisher (aka Completer)

**Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control**

**Strengths:** Painstaking, conscientious, searches out errors, polishes and perfects

**Allowable weaknesses:** Can be inclined to worry unduly, and reluctant to delegate

**Don't be surprised to find that:** They could be accused of taking their perfectionism to extremes

# Belbin team roles: People-oriented



## Co-ordinator (aka Chairman)

**Needed to focus on the team's objectives, draw out team members and delegate work appropriately**

**Strengths:** Mature, confident, identifies talent and clarifies goals.

**Allowable weaknesses:** Can be seen as manipulative and might offload their own share of the work

**Don't be surprised to find that:**  
They might over-delegate, leaving themselves little work to do

# Belbin team roles: People-oriented



## Teamworker (aka Team Player)

**Help the team to gel, using their versatility to identify the work required and complete it on behalf of the team**

**Strengths:** Co-operative, perceptive and diplomatic, listens and averts friction

**Allowable weaknesses:** Can be indecisive in crunch situations and tends to avoid confrontation

**Don't be surprised to find that:** They might be hesitant to make unpopular decisions

# Belbin team roles: People-oriented



## Resource Investigator (aka Explorer)

**They use their inquisitive nature to find ideas to bring back to the team.**

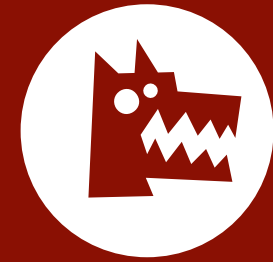
**Strengths:** Outgoing, enthusiastic, explores opportunities and develops contacts

**Allowable weaknesses:** Might be over-optimistic, and can lose interest once the initial enthusiasm has passed

**Don't be surprised to find that:** They might forget to follow up on a lead



# Belbin team roles: Thought-oriented



## Plant (aka Innovator)

**Tend to be highly creative and good at solving problems in unconventional ways**

**Strengths:** Creative, imaginative, free-thinking, generates ideas and solves difficult problems

**Allowable weaknesses:** Might ignore incidentals, and may be too preoccupied to communicate effectively

**Don't be surprised to find that:** They could be absent minded or forgetful

# Belbin team roles: Thought-oriented



## Monitor evaluator (aka Analyst)

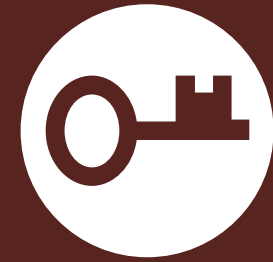
**Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way**

**Strengths:** Sober, strategic and discerning, sees all options, and judges accurately

**Allowable weaknesses:** Sometimes lacks the drive and ability to inspire others and can be overly critical

**Don't be surprised to find that:** They could be slow to come to decisions

# Belbin team roles: Thought-oriented



## Specialist (aka Expert)

**Brings in-depth knowledge of a key area to the team**

**Strengths:** Single-minded, self-starting and dedicated; they provide specialist knowledge and skills

**Allowable weaknesses:** Tends to contribute on a narrow front and can dwell on the technicalities

**Don't be surprised to find that:** They overload you with information

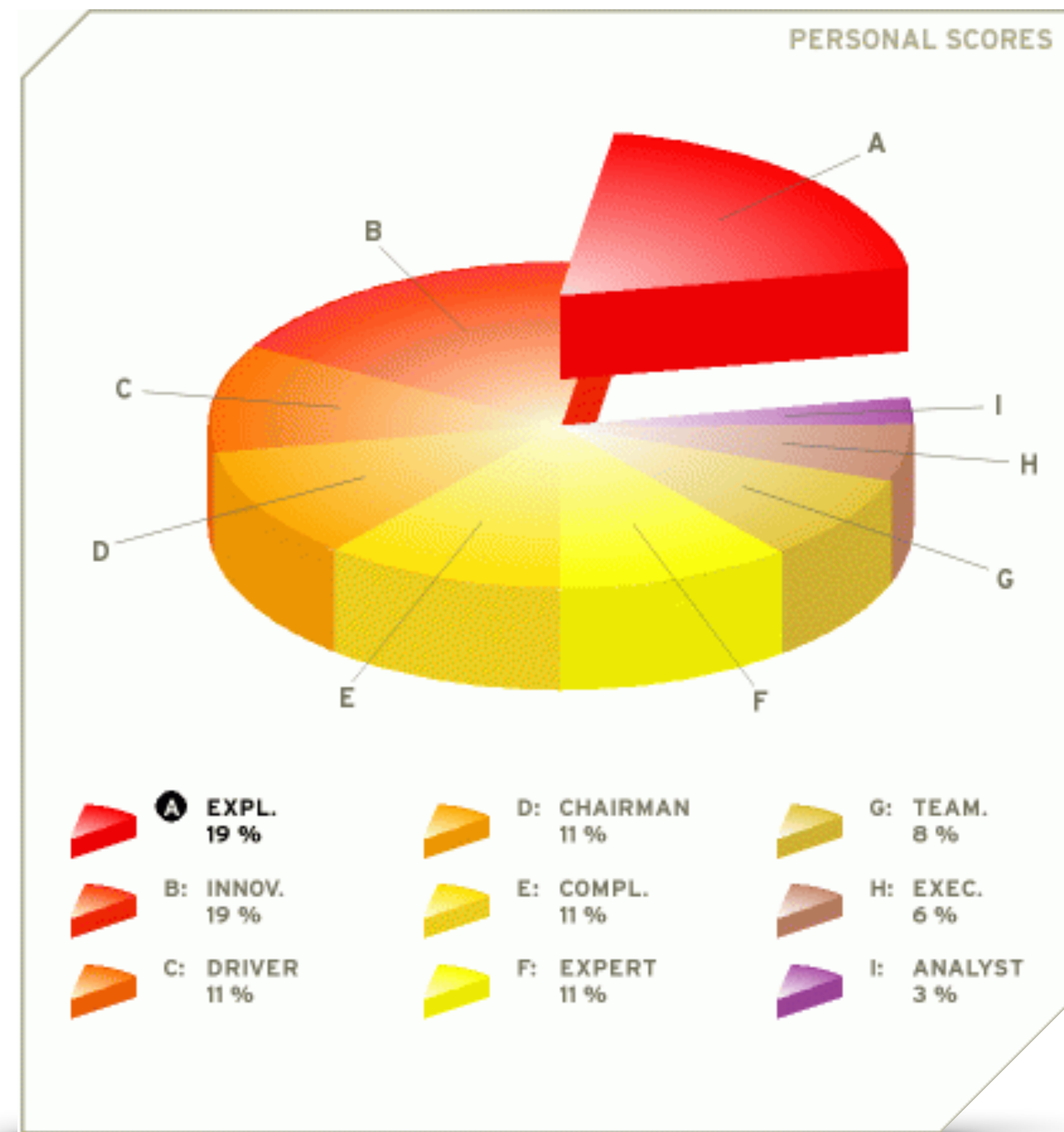
# You could take a Belbin test:

Visit [thatkeith.com/belbintest](http://thatkeith.com/belbintest) and go through the 'this or that' questions...

- Don't think too much about it
- Pick which word from each pair best describes you
- If both fit, choose the one that feels the most right
- If neither fit, choose the one that's least wrong

- Gregarious   Challenging
- Practical   Critical
- Orderly   Communicative
- Curious   Respectful
- Impatient   Sensitive
- Sensible   Agreeable
- Networking   Controlling
- Systematic   Diplomatic
- Extrovert   Independent
- Organize   Improvize

# An example Belbin result (mine, last time I tried it)



 **Resource Investigator**  
(aka Explorer)

 **Plant**  
(aka Innovator)

 **Shaper**  
(aka Driver)

 **Co-ordinator**  
(aka Chairman)

 **Completer finisher**  
(aka Completer)

 **Specialist**  
(aka Expert)

# Tuckman's stages of group development (also relevant to solo projects, to an extent)

**Forming** (*establishing team roles and goals*)

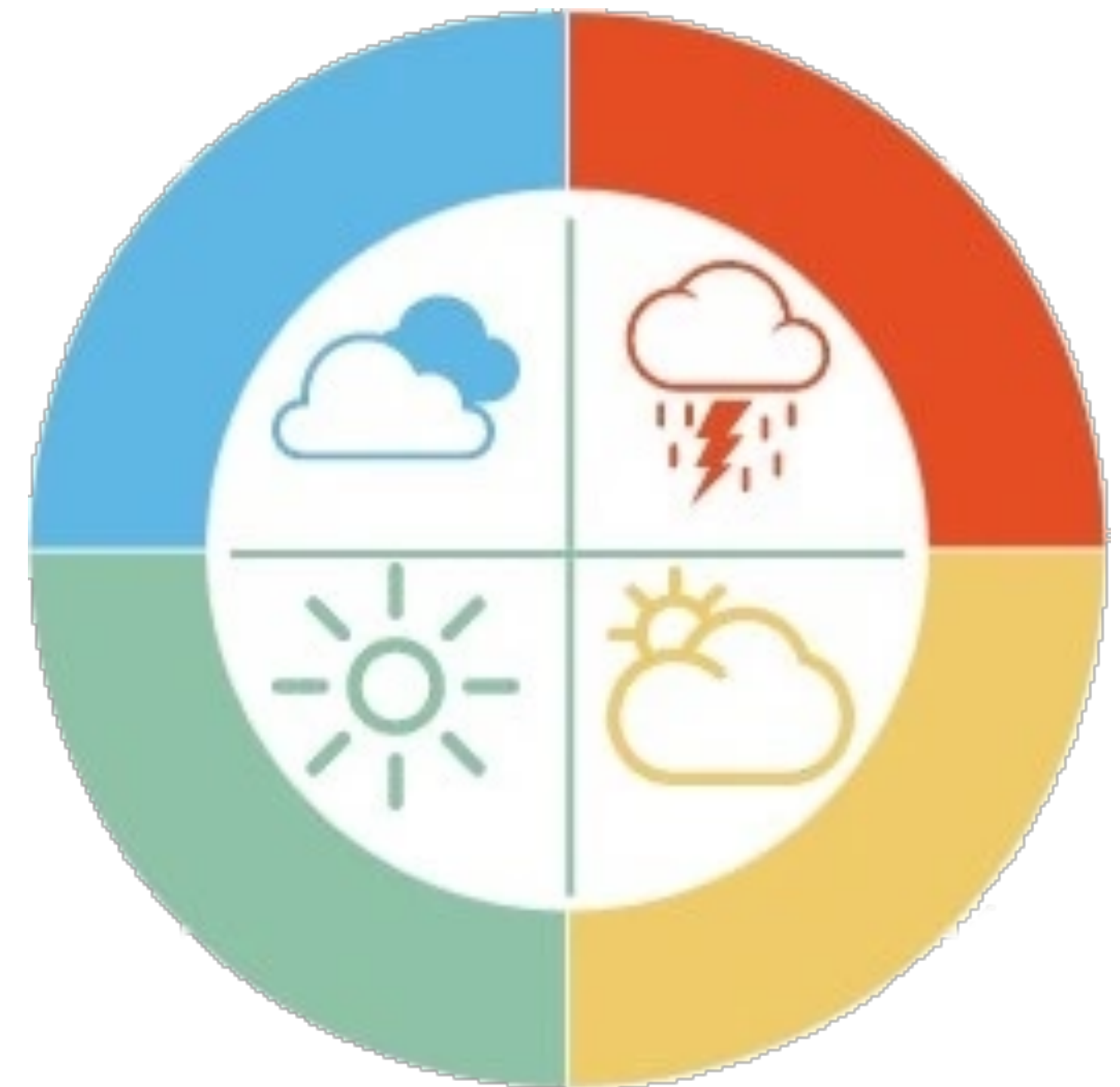
**Storming** (*shakedown time for those roles and goals*)

**Norming** (*team identity and mutual support established*)

**Performing** (*solutions/decisions/outputs achieved*)

*Sometimes also:*

**Adjourning** (*wrapping up in whatever way is appropriate*)



# Myers-Briggs Type Indicator (MBTI)

Indicates your personality preferences in four dimensions:

- Where you focus your attention: **Extraversion (E)** or **Introversion (I)**
- The way you take in information: **Sensing (S)** or **INTuition (N)**
- How you make decisions: **Thinking (T)** or **Feeling (F)**
- How you deal with the world: **Judging (J)** or **Perceiving (P)**



# You could take a Myers-Briggs test

Visit [thatkeith.com/myersbriggstest](https://thatkeith.com/myersbriggstest) and go through the 'agree or disagree' questions...

- Don't think about things too much
- Click whichever dot feels right
- Answer honestly even if you don't like the answer
- Try to avoid giving 'neutral' answers

The screenshot displays a digital interface for a Myers-Briggs test. It features six questions, each followed by a Likert scale from 'Agree' to 'Disagree'. The scales consist of seven circles, with the first three being green and the last four being purple. The questions are:

- 1. You enjoy vibrant social events with lots of people. (Scale: 3 green, 4 purple)
- 2. You often spend time exploring unrealistic yet intriguing ideas. (Scale: 3 green, 4 purple)
- 3. Your travel plans are more likely to look like a rough list of ideas than a detailed itinerary. (Scale: 3 green, 4 purple)
- 4. You often think about what you should have said in a conversation long after it has taken place. (Scale: 3 green, 4 purple)
- 5. If your friend is sad about something, your first instinct is to support them emotionally, not try to solve their problem. (Scale: 3 green, 4 purple)



# A Myers-Briggs result (me again)

My first test years ago said ENTP (debater), then later ESTP (entrepreneur), then ENFP (campaigner), then INFP (mediator), and yesterday my result was INTP (logician).

True, these are all aspects of me, but this shows that hard reliance on a specific result is a bad idea.

So DON'T put too much faith in Myers-Briggs (see the 'fad that won't die' article). But do explore it.



## Analysts

Intuitive (N) and Thinking (T) personality types, known for their rationality, impartiality, and intellectual excellence.

Architect  
INTJ

Logician  
INTP

Commander  
ENTJ

Debater  
ENTP

## Diplomats

Intuitive (N) and Feeling (F) personality types, known for their empathy, diplomatic skills, and passionate idealism.

Advocate  
INFJ

Mediator  
INFP

Protagonist  
ENFJ

Campaigner  
ENFP

## Sentinels

Observant (S) and Judging (J) personality types, known for their practicality and focus on order, security, and stability.

Logistician  
ISTJ

Defender  
ISFJ

Executive  
ESTJ

Consul  
ESFJ

## Explorers

Observant (S) and Prospecting (P) personality types, known for their spontaneity, ingenuity, and flexibility.

Virtuoso  
ISTP

Adventurer  
ISFP

Entrepreneur  
ESTP

Entertainer  
ESFP

# Links and info

A version of the Belbin test: [thatkeith.com/belbintest](https://thatkeith.com/belbintest)

Belbin, M. (1981). Management Teams. London; Heinemann.

A version of the Myers-Briggs test: [thatkeith.com/myersbriggstest](https://thatkeith.com/myersbriggstest)

Myers, Isabel Briggs with Peter B. Myers (1995) [1980]. Gifts Differing: Understanding Personality Type. Mountain View, CA: Davies-Black Publishing.

But see also: Grant, Adam. Say goodbye to MBTI, the fad that won't die. 2013.

[linkedin.com/pulse/20130917155206-69244073-say-goodbye-to-mbti-the-fad-that-won-t-die](https://www.linkedin.com/pulse/20130917155206-69244073-say-goodbye-to-mbti-the-fad-that-won-t-die)

Tuckman, Bruce (Spring 2001). "Developmental Sequence in Small Groups" (PDF). Group Facilitation: A Research and Applications Journal ([openvce.net/sites/default/files/Tuckman1965DevelopmentalSequence.pdf](https://openvce.net/sites/default/files/Tuckman1965DevelopmentalSequence.pdf))

How to help your team to move through Tuckman's stages (Notes by A. Kulikov):

<https://kulikov.dev/2022/12/20/how-to-help-your-team-to-move-through-tuckmans-stages/>

