



Teamworking

## Beilbin Team Roles

- Coordinator (CO)\*
- Shaper (SH)\*
- Plant (PL)\*
- Monitor-Evaluator (ME)
- Implementer (IMP)
- Resource Investigator (RI)\*
- Team Worker (TW)
- Completer-Finisher (CF)
- Specialist (SP)

## Coordinator

- able to get others working to a shared aim; confident, mature - (originally called 'Chairman' by Belbin)
- clarifies group objectives, sets the agenda, establishes priorities, selects problems, sums up and is decisive, but does not dominate discussions

## Shaper

- motivated, energetic, achievement-driven, assertive, competitive
- gives shape to the team effort, looking for pattern in discussions and practical considerations regarding the feasibility of the project. Can steamroller the team, but gets results

# Plant

- innovative, inventive, creative, original, imaginative, unorthodox, problem-solving
- source of original ideas, suggestions and proposals that are usually original and radical

## Monitor-Evaluator

- serious, prudent, critical thinker, analytical
- contributes a measured and dispassionate analysis and, through objectivity, stops the team committing itself to a misguided task

# Implementer

- systematic, common sense, loyal, structured, reliable, dependable, practicable, efficient (originally called 'Company Workers')
- turns decisions and strategies into defined and manageable tasks, sorting out objectives and pursuing them logically

## Resource Investigator

- quick, good communicator, networker, outgoing, affable, seeks and finds options, negotiator
- goes outside the team to bring in ideas, information and developments to it.

## Team Worker

- supportive, sociable, flexible, adaptable, perceptive, listener, calming influence, mediator
- operates against division and disruption in the team, like cement, particularly in times of stress and pressure

## Completer-Finisher (CF)

- attention to detail, accurate, high standards, quality orientated, delivers to schedule and specification
- maintains a permanent sense of urgency with relentless follow-through

- Under-achievement demands a good coordinator or finisher
- Conflict requires a team worker or strong coordinator
- Mediocre performance needs a resource investigator, innovator or shaper
- Error prone teams need an evaluator
- Different roles are important in different circumstances, for example:
- New teams need a strong shaper to get started.
- Competitive situations demand an innovator with good ideas.
- In areas of high risk, a good evaluator may be needed.

# Meetings

- Purpose
- People - expertise, contribution, pre-existing conflicts, need for new information
- Environment - room, layout, visual aids
- Time
- Preparation
- Atmosphere and process - Eliciting Information, Restating, Reviewing, Confronting, Summarizing:
- Agenda
- Records and follow-up
- Costs