



Advanced Leadership Communication  
**Working With Teams**  
28 March 2016

‘In individuals madness is a rarity,  
but in groups...it is the rule’

**Nietzsche**

# The Belbin Model

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- Human behavior in decision making groups is *not* random
- A team role is simply “*a tendency to behave, contribute and interrelate with others in a particular way.*”
- 8 distinct roles have been identified
- *Most* people have 2 or 3 **preferred roles**
- *Most* people can be flexible about the roles they adopt – remember that context matters!

# Co-ordinator (CO)

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**Role:** To control and organise the activities of the team, making best use of the resources available

**As a person:** Mature, calm, self-confident, fair minded, quietly charismatic

## **Team role contribution**

Clarifies goals

Promotes effective decision making

Good chairman/chairwoman

Good listener

Delegates well

## **Possible weaknesses**

Can be seen as manipulative

Delegates personal work

Often of average intellect and creative ability

'Glory stealer'

# Shaper (SH)

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**Role:**To give shape and form to the team's activities

**As a person:** Outgoing, dynamic, challenging, has drive and courage

## Team role contribution

Providing direction in discussions

Objective setting

Challenging inertia and complacency

Leadership

## Possible weaknesses

Argumentative

Not always likeable

Prone to irritation

Hurts people's feelings

*Bullying*

# Plant (PL)

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**Role:** To act as a prime source of ideas and innovation for the team

**As a person:** Individualistic, intellectual, serious minded, unorthodox, creative

## **Team role contribution**

Creative genius

Imagination

Focus on major strategic issues

## **Possible weaknesses**

'Up in the clouds'

Inclined to ignore practical details

Ignores goals

Overly strong personal ownership of ideas

# Resource Investigator (RI)

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**Role:** To explore outside resources and develop contacts that may be helpful to the team

**As a person:** Enthusiastic, extrovert, communicative, good under pressure

## **Team role contribution**

Makes and develops new contacts

Explores new opportunities

‘Fixer’

Maintaining harmony within team

## **Possible weaknesses**

Rapid loss of interest

Relax when pressure is off

Over optimistic

Poor follow-through

# Implementer (IM)

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**Role:** To translate general concepts and plans into a practical working brief and to carry out that brief in a systematic fashion.

**As a person:** Disciplined, reliable, conservative, hard-working, predictable

## Team role contribution

Organising

Dealing with practical details

Planning - turning strategies into actions

‘Workhorse’

## Possible weaknesses

Inflexible and unresponsive to new ideas

Unconstructive criticism

Obstructing change



# Monitor Evaluator (ME)

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**Role:** To analyse ideas and suggestions both from within and outside the team and to evaluate their feasibility and practical value in terms of the team's objectives.

**As a person:** Highly intelligent, sober, strategic, critical

## **Team role contribution**

Seeing and judging a range of options

Critical thinking

Developing ideas to fruition

Stopping unsound ideas/approaches

## **Possible weaknesses**

Lacks drive and ability to inspire.

Overly critical

'Punch ups' with Plants!

Cynicism

# Team Worker (TW)

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**Role:** To help individual members to achieve and maintain team effectiveness

**As a person:** Socially oriented, mild, likeable, sensitive, perceptive

## **Team role contribution**

Counsellor and conciliator

Improves intra-group communication

Fostering a sense of team spirit

Building on suggestions

## **Possible weaknesses**

Indecisive

Competing for status

Ostentatious behaviour

Avoiding 'pressure' situations

# Completer Finisher (CF)

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**Role:** To ensure that the team's efforts are as near perfect as possible and that nothing gets overlooked

**As a person:** Conscientious, orderly, anxious, painstaking

## Team role contribution

Following through

Quality control, attention to detail

Providing a sense of urgency

Safety net, spotting omissions

## Possible weaknesses

Worrying too much

Perfectionism

Losing sight of the overall plan

Negative thinking

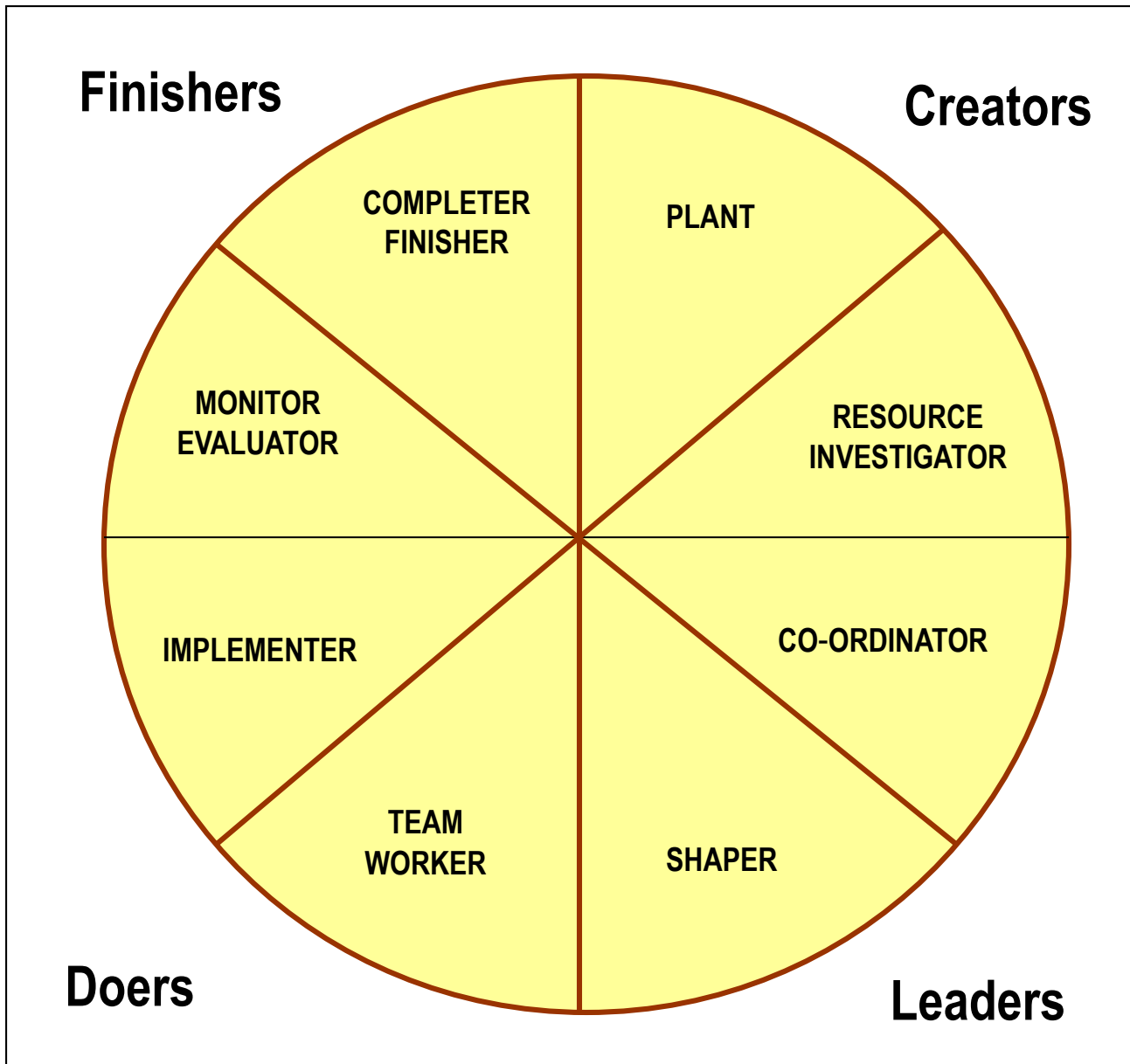
Obsessive behaviour

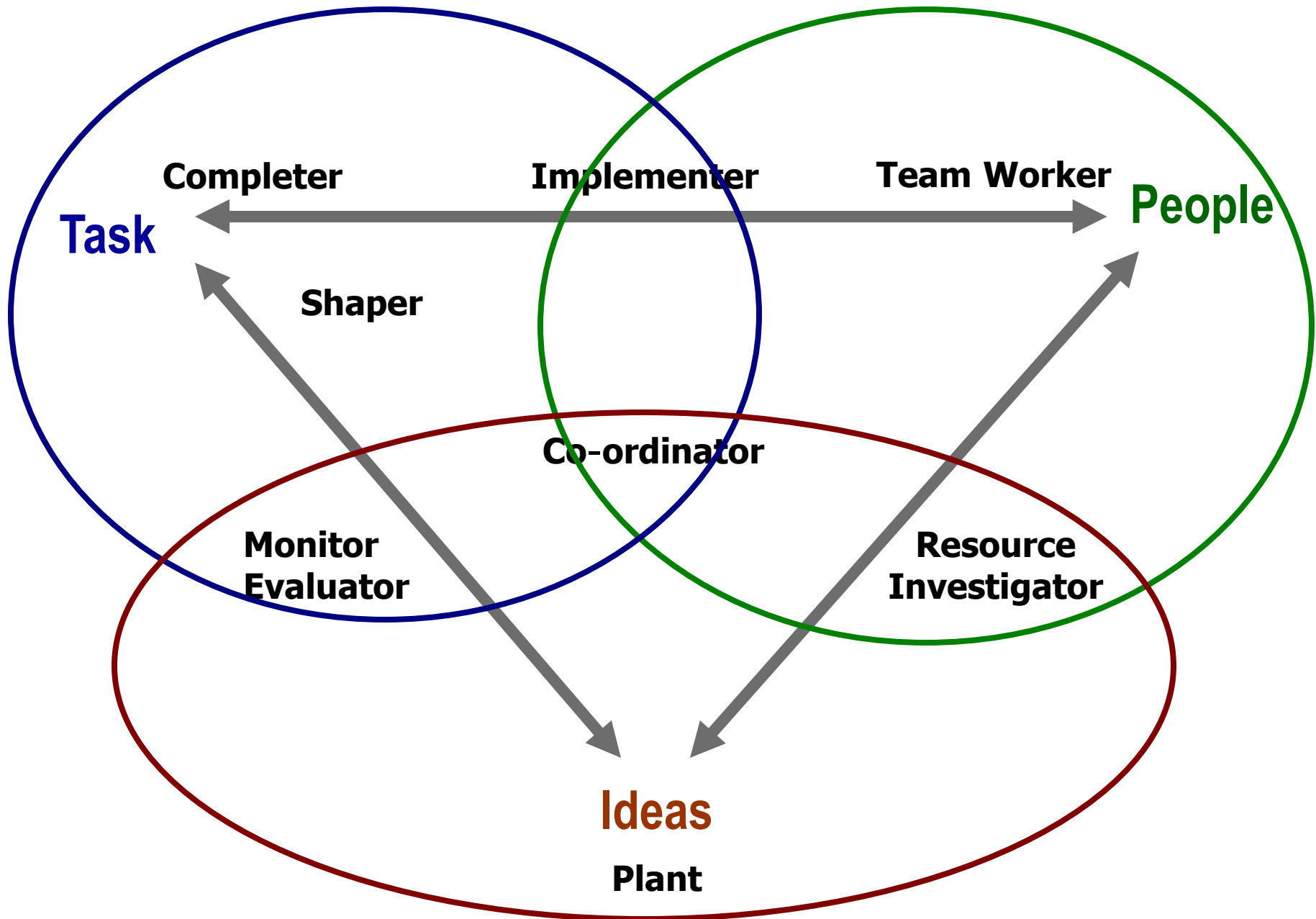
# Using Belbin

Use with caution!



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- Self-awareness - tasks/roles we enjoy
  - What role shall I major in?
  - Who is in our team?
  - Combination implications?
  - Gap filling





**The Team Role Triangle**

# Team tasks

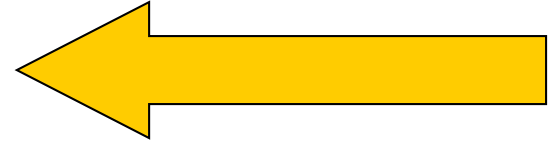
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- Exploring: PL and RI
- Organizing: CO and IM
- Controlling: SH
- Monitoring: ME and CF
- Supporting: TW
- Imagining: PL

# Stages in team formation

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- Forming – ‘what shall we do?’
- Storming – ‘we can’t do it!’
- Norming – ‘we can do it’
- Performing – ‘we’re doing it!’





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