



Raymond Meredith Belbin is an English researcher best known for his groundbreaking research in the field of team effectiveness. He is a Professor and researcher at Henley Business School in Oxfordshire, England. He became world wide famous with his theory on Team Roles.

Belbin sees these types as necessary in teams, whether in business or elsewhere:

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| 1) The Implementer | a) who builds the team, supports others and reduces conflict |
| 2) The Co-ordinator | b) who provides the original ideas and finds new approaches when the team is stuck |
| 3) The Shaper | c) who converts the team's plan into something achievable |
| 4) The Plant | d) who meets deadlines, gets the detail right and makes sure nothing is forgotten |
| 5) The Resource Investigator | e) who communicates with the outside world and finds new ways to get things done |
| 6) The Monitor Evaluator | f) who sets agendas, defines team members' roles and keeps the objectives in view |
| 7) The Team Worker | g) who assesses information objectively and draws accurate conclusions from it |
| 8) The Completer / Finisher | h) who defines issues, shapes ideas and leads the action |

Belbin's Team Roles

"What is needed is not well balanced individuals, but individuals who balance well with each other."

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