



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:

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