

- 1 Read the text and match the headings with sections.

# TEAMS

Why do some teams work better than others? Meredith Belbin suggested that it's the different personalities and skills that make a team succeed or fail. So what different types of people does an effective team need?

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This is the group that likes to do things. The **shaper** is energetic and determined to get things going. The **implementer** is reliable and efficient and turns ideas into practical actions. The **completer-finisher** looks for mistakes and errors. They're perfectionists and punctual.

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This is the group with the best people skills. The **co-ordinator** brings everything together and delegates well. They're confident and mature. The **team worker** is cooperative, listens to everyone and avoids conflict. The **resource investigator** has lots of contacts and is a natural networker. They are enthusiastic and communicative, but not good at finishing work.

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These are the ideas people. The **plant** is creative, comes up with the original ideas and solves difficult problems. The **monitor/evaluator** is strategic and good at judging situations. They see and evaluate all options. The **specialist** has good knowledge on a subject. They're dedicated and self-starting.

People roles

Intellectual roles

Action roles

## 2 Match the people with different **roles** in the text.

1. I don't have a lot of new ideas, but I know how to make ideas work in real life:
2. I worry a lot and have to check everything very carefully:
3. I'm always calming everyone down and stopping fights:
4. I always know who to contact to help me with a problem:
5. People often go with the first idea that comes into their head. I'm good at looking to all the choices:
6. I love the start of a project, but get bored with the reality of the work:

## 3 Choose from the pair of words to complete the sentences.

1. She's very reliable/ energetic - she always does the work she's asked very well and on time.
2. He's very confident/ punctual and never misses a deadline.
3. It's important to be cooperative/ reliable in my job. I have to work with some difficult people.
4. He's a strategic/ creative thinker. He's good at planning and organising projects.
5. She's an efficient/ determined person. She never gives up.
6. They're such a dedicated/ enthusiastic team. They're always so positive.