



**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."*

**Belbin 2003**

