

**Table 2.1: Descriptions of Belbin Roles**

<i>Name</i>	<i>Symbol</i>	<i>Behavioral Description</i>	<i>Typical Features</i>	<i>Positive Qualities</i>	<i>Allowable Weaknesses</i>
Chairman	CH	Guiding and controlling leader, knows the members' abilities well	Calm, self-confident, controlled	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. Strong sense of objectiveness	No more than ordinary in terms of intellect or creative ability
Shaper	SH	Demanding, coercing, confrontational leader, pushes for members to excel	Highly strung	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception	Proneness to provocation, irritation and impatience
Plant	PL	Innovator and problem solver, the "idea" member	Individualistic, serious-minded, unorthodox	Genius, imagination, intellect, knowledge	Up in the clouds, inclined to disregard practical details or protocol
Resource Investigator	RI	Contact person for resources external to the team, brings resources into the team	Extroverted, enthusiastic, curious, communicative	A capacity for contacting people and exploring anything new. An ability to respond to challenge	Liable to lose interest once the initial fascination has passed
Monitor-Evaluator	ME	Analyzes, evaluates proposed solutions & choices	Sober, unemotional, prudent	Judgement, discretion, hard-headedness	Lacks inspiration or the ability to motivate others
Company Worker	CW	Implements agreed upon plans	Conservative, dutiful, predictable	Organizing ability, practical common sense, hard-working, self-discipline	Lack of flexibility, unresponsiveness to unproven ideas
Team Worker	TW	Facilitates team functions, mediates issues within the team	Socially oriented, mild, sensitive	Ability to respond to people and to situations, & to promote team spirit	Indecisiveness at moments of crisis
Completer-Finisher	CF	Focuses on details and meeting deadlines	Painstaking, orderly, conscientious, anxious	A capacity for follow-through, perfectionism	A tendency to worry about small things, a reluctance to "let go"

