



## Plants (PL)

### Characteristics

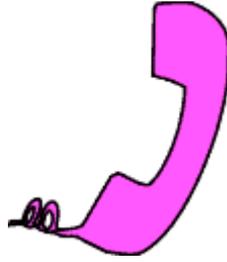
Plants are innovators and inventors and can be highly creative. They provide the seeds and ideas from which major developments spring. Usually they prefer to operate by themselves at some distance from the other members of the team, using their imagination and often working in an unorthodox manner. They tend to be introverted and react strongly to criticism and praise. Their ideas may often be radical and may lack practical constraint.

They are independent, clever and original and may be weak in communicating with other people on a different wave length.

### Function

The main use of a Plants is to generate new proposals and to solve complex problems. Plants are often needed in the initial stages of a project or when a project is failing to progress. Plants have usually made their mark as founders of companies or as originators of new products.

Too many Plants in one organisation, however, may be counter-productive as they tend to spend their time reinforcing their own ideas and engaging each other in combat.



## Resource Investigators (RI)

### Characteristics

Resource Investigators are often enthusiastic, quick-off-the-mark extroverts. They are good at communicating with people both inside and outside the company. They are natural negotiators and are adept at exploring new opportunities and developing contacts. Although not a great source of original ideas, the Resource Investigator is effective when it comes to picking up other people's ideas and developing them. As the name suggests, they are skilled at finding out what is available and what can be done. They usually receive a warm reception from others because of their own outgoing nature.

Resource Investigators have relaxed personalities with a strong inquisitive sense and a readiness to see the possibilities in anything new. However, unless they remain stimulated by others, their enthusiasm rapidly fades.

### Function

Resource Investigators are good at exploring and reporting back on ideas, developments or resources outside the group.

They are the best people to set up external contacts and to carry out any subsequent negotiations.

They have an ability to think on their feet and to probe others for information.



## Monitor Evaluators (ME)

### Characteristics

Monitor Evaluators are serious-minded, prudent individuals with a built-in immunity from being over-enthusiastic. They are slow in making decisions preferring to think things over. Usually they have a high critical thinking ability. They have a capacity for shrewd judgements that take all factors into consideration. A good Monitor Evaluator is seldom wrong.

### Function

Monitor Evaluators are best suited to analysing problems and evaluating ideas and suggestions. They are very good at weighing up the pros and cons of options. To many outsiders the Monitor Evaluator may appear as dry, boring or even over-critical. Some people are surprised that they become managers. Nevertheless, many Monitor Evaluators occupy strategic posts and thrive in high-level appointments. In some jobs success or failure hinges on a relatively small number of crunch decisions. This is ideal territory for an Monitor Evaluator; for the person who is never wrong is the one who scores in the end.



## **\*Co-ordinators (CO)**

### **Characteristics**

The distinguishing feature of Co-ordinators is their ability to cause others to work towards shared goals. Mature, trusting and confident, they delegate readily. In interpersonal relations they are quick to spot individual talents and to use them in the pursuit of group objectives. While Co-ordinators are not necessarily the cleverest members of a team, they have a broad and worldly outlook and generally command respect.

### **Function**

Co-ordinators are well placed when put in charge of a team of people with diverse skills and personal characteristics. They perform better in dealing with colleagues of near or equal rank than in directing junior subordinates. Their motto might well be 'consultation with control' and they usually believe in tackling problems calmly. In some organisations Co-ordinators are inclined to clash with Shapers due to their contrasting management styles.

\*Co-ordinator is referred to as 'Chairman' in the book: *Management Teams - Why They Succeed or Fail*, R. Meredith Belbin, 1981; Butterworth Heinemann.



## Shapers (SH)

### Characteristics

Shapers are highly motivated people with a lot of nervous energy and a great need for achievement. Usually they are aggressive extroverts and possess strong drive. Shapers like to challenge others and their concern is to win. They like to lead and to push others into action. If obstacles arise, they will find a way round. Headstrong and assertive, they tend to show strong emotional response to any form of disappointment or frustration.

Shapers are thick skinned and argumentative and may lack interpersonal understanding. Their's is the most competitive team role.

### Function

Shapers generally make good managers because they generate action and thrive under pressure. They are excellent at sparking life into a team and are very useful in groups where political complications are apt to slow things down; Shapers are inclined to rise above problems of this kind and forge ahead regardless. They are well suited to making necessary changes and do not mind taking unpopular decisions. As the name implies, they try to impose some shape or pattern on group discussion or activities. They are probably the most effective members of a team in guaranteeing positive action.



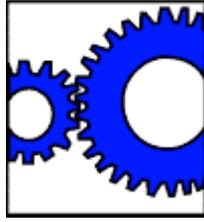
## Teamworkers (TW)

### Characteristics

Teamworkers are the most supportive members of a team. They are mild, sociable and concerned about others. They have a great capacity for flexibility and adapting to different situations and people. Teamworkers are perceptive and diplomatic. They are good listeners and are generally popular members of a group. They operate with a sensitivity at work, but they may be indecisive in crunch situations.

### Function

The role of the Teamworker is to prevent interpersonal problems arising within a team and thus allow all team members to contribute effectively. Not liking friction, they will go to great lengths to avoid it. It is not uncommon for Teamworkers to become senior managers especially if divisional managers are dominated by Shapers. This creates a climate in which the diplomatic and perceptive skills of a Teamworker become real assets, particularly under a managerial regime where conflicts are liable to arise. Teamworker managers are seen as a threat to no one and therefore the most accepted and favoured people to serve under. Teamworkers have a lubricating effect on teams. Morale is better and people seem to co-operate better when they are around.



## **\*Implementers (IMP)**

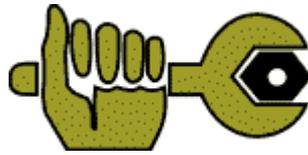
### **Characteristics**

Implementers have practical common sense and a good deal of self-control and discipline. They favour hard work and tackle problems in a systematic fashion. On a wider front the IMP is typically a person whose loyalty and interest lie with the Company and who is less concerned with the pursuit of self-interest. However, Implementers may lack spontaneity and show signs of rigidity.

### **Function**

Implementers are useful to an organisation because of their reliability and capacity for application. They succeed because they are efficient and because they have a sense of what is feasible and relevant. It is said that many executives only do the jobs they wish to do and neglect those tasks which they find distasteful. By contrast, an Implementer will do what needs to be done. Good Implementers often progress to high management positions by virtue of good organisational skills and competency in tackling necessary tasks.

\*Implementers are referred to as 'Company Workers' in the book: *Management Teams - Why They Succeed or Fail*, R. Meredith Belbin, 1981; Butterworth Heinemann.



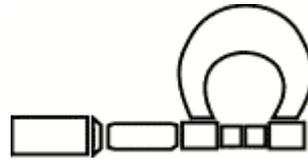
## Completer Finishers (CF)

### Characteristics

Completer Finishers have a great capacity for follow-through and attention to detail. They are unlikely to start anything that they cannot finish. They are motivated by internal anxiety, yet outwardly they may appear unruffled. Typically, they are introverted and require little in the way of external stimulus or incentive. Completer Finishers can be intolerant of those with a casual disposition. They are not often keen on delegating, preferring to tackle all tasks themselves.

### Function

Completer Finishers are invaluable where tasks demand close concentration and a high degree of accuracy. They foster a sense of urgency within a team and are good at meeting schedules. In management they excel by the high standards to which they aspire, and by their concern for precision, attention to detail and follow-through.



## Specialists (SP)

### Characteristics

Specialists are dedicated individuals who pride themselves on acquiring technical skills and specialised knowledge. Their priorities centre on maintaining professional standards and on furthering and defending their own field. While they show great pride in their own subject, they usually lack interest in other people's. Eventually, the Specialist becomes the expert by sheer commitment along a narrow front. There are few people who have either the single-mindedness or the aptitude to become a first-class Specialist.

### Function

Specialists have an indispensable part to play in some teams, for they provide the rare skill upon which the organisation's service or product is based. As managers, they command support because they know more about their subject than anyone else and can usually be called upon to make decisions based on in-depth experience.