

# Handout: Belbin® Things 'To do' and 'Not to do'



## Resource Investigator

- ✓ Go outside the group to initiate new contacts. Develop the ideas of the PLANT. Use your enthusiasm to build up other people's enthusiasm. Search out new markets. Negotiate with others.
- ✗ Let people down by neglecting to follow up arrangements. Talk too much so others cannot get enough air time.



## Teamworker

- ✓ Promote good team atmosphere by reacting to the needs of others. Support members of the group when necessary. Become a broker in times of argument, and defuse any hostility.
- ✗ Avoid situations that may entail pressure. Side with the most dominant in a desire to please.



## Co-ordinator

- ✓ Establish an air of authority over the team with your mature approach. Bring others into discussions when they have things to contribute. Hold the group together. Praise and encourage others.
- ✗ Take credit for the effort of the team. Overplay your status. Neglect to do your fair share of the work.



## Plant

- ✓ Come up with ideas and suggestions for solving problems and working out solutions. Invent a new way of tackling the issues in hand. Create an original piece of work. Look at things from a different angle.
- ✗ Evaluate your own ideas. Have strong ownership of your own ideas when co-operation with others would yield better results.



## Monitor Evaluator

- ✓ Provide a balanced opinion on all ideas and options. Be ready to explain what actions you prefer and why. Stop ill thought out courses of action. Take your time over your decisions.
- ✗ Be seen by the team as a cynic. Give a negative reaction to everything you hear. Dampen the positive approach of the team.



## Specialist

- ✓ Show your enthusiasm for a particular subject. Cultivate a sense of professionalism and encourage your fellow team members to trust your knowledge. Keep your expertise and skills up-to-date.
- ✗ Discount the importance of factors outside your own area of competence. Become over protective of the boundaries of your job area.



## Shaper

- ✓ Get things moving. Stop complacency and laziness. Be honest, straightforward and open with others. Make sure the team is achieving goals. Push things forward.
- ✗ Hold grudges, become overbearing. Lose your sense of humour when the going gets tough.



## Implementer

- ✓ Organise systems. Ensure you and others follow the laid out procedures. Get down to the practical issues. Try and turn ideas into action. Be loyal to your organisation and people within it.
- ✗ Obstruct change. Be resistant to new ideas of the team. Be seen as a "stick in the mud".



## Completer Finisher

- ✓ Try to raise standards in all you do. Concern yourself with detail. Use your ability to help other members of the team who may not be so strong on accuracy. Promote excellence.
- ✗ Allow perfectionism to turn into obsessive behaviour. Penny pinch or split hairs on trivial issues.

For more information:

+44 (0)1223 264975 | [www.belbin.com](http://www.belbin.com)

© BELBIN® 2016. 'BELBIN' is a registered trademark of BELBIN ASSOCIATES, UK.

**BELBIN®**