

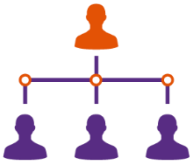










**Change Superhero Toolkit:  
Belbin Team Roles at  
Different Stages of a  
Project**

## Belbin Team Roles at Different Stages of a Project

Stage	Who is most needed?	Description	Allowable Weaknesses
At the beginning of a change or project	<b>Shaper</b> 	<ul style="list-style-type: none"> <li>• This is quite a dominant role, usually filled by someone who is assertive, confident and outspoken.</li> <li>• Shapers challenge the team to improve, deliver on time and will provide a sense of urgency. They are good at getting started, overcoming obstacles and are goal orientated.</li> <li>• At the start of the change, there is often confusion, therefore the Shaper role is good at cutting through this and steering a path.</li> </ul>	<p>Their bluntness and goal orientation can be seen as argumentative and they may be accused of offending others or hurting their feelings.</p>
	<b>Resource Investigator</b> 	<ul style="list-style-type: none"> <li>• People with this strength are optimistic, enthusiastic and naturally collaborative. They are quick to act and great at exploring options and solutions or negotiating for resources.</li> <li>• At the start of a project or change, their enthusiasm is contagious making them skilled at winning over cynics and influencing stakeholders.</li> </ul>	<p>Once their initial enthusiasm wears off, the Resource Investigator can lose interest or get distracted by the next project. They may forget to finish things or overlook details.</p>
	<b>Coordinator</b> 	<ul style="list-style-type: none"> <li>• The Coordinator is the one who takes on the traditional team leader role, agreeing specific objectives, delegating tasks and guiding the team to achieve the desired outcome.</li> <li>• They are calm and understand the individual strengths of each team member and as the name suggests are good at coordinating these strengths in pursuit of a key role.</li> </ul>	<p>Coordinators can be sometimes be seen as manipulative or be resented for excessive delegation</p>

Stage	Who is most needed?	Description	Allowable Weaknesses
During the change or project	<b>Implementer</b> 	<ul style="list-style-type: none"> <li>• These are the people who get things done, they turn ideas and concepts into action. They are practical, systematic and disciplined. They are reliable and well organised and can be counted on to follow the plan and get things done.</li> <li>• While Implementers may need to be won over, initially in response to a change, once on board they are highly loyal and committed.</li> </ul>	Because they like to follow a plan, implementers can be seen as inflexible or uninspiring
	<b>Teamworker</b> 	<ul style="list-style-type: none"> <li>• These are people, people. They are harmonious and supportive and will work cooperatively with others in the best interests of the team. They tend to be flexible, diplomatic and good at reading the emotions of others. This makes them good communicators and they display high levels of empathy.</li> <li>• Teamworkers are useful at all stages of a project because of their flexibility. However, they will tend to avoid conflict which can arise at the start of a project when the more dominant styles compete for control. This means they fit well in the middle and towards the end of a project when individuals are comfortable in their roles.</li> </ul>	Their desire to get on with others can make them shy away from conflict and make them seem indecisive or unwilling to take a clear position during team discussions
	<b>Plant</b> 	<ul style="list-style-type: none"> <li>• This is the person who tends to be creative and full of ideas although they can be introverted, so may need to be encouraged to share them. They are deep thinkers and good at solving complex problems.</li> <li>• These skills can be useful at the start of a project when brainstorming initial ideas, or in the middle of a project when obstacles may have arisen. If involved in the project at the right stage by a coordinator and focused on the requirements of the change then they may foresee issues that others have missed.</li> </ul>	May be poor communicators or too quiet to speak up. Sometimes, their ideas may be impractical or too abstract to use

Stage	Who is most needed?	Description	Allowable Weaknesses
At the end of the change or project	<b>Monitor Evaluator</b> 	<ul style="list-style-type: none"> <li>• These people are great at analysing and evaluating ideas that others have come up with and will often spot problems before they arise. Clearly, this skill makes them useful during a change or project, not just at the end.</li> <li>• However, because they are critical thinkers and think hard before they act, they are often more visible towards the end of a project.</li> <li>• They also have a keen eye for quality so come into their own when the Shapers and Resource Investigators try to cut corners or lose interest. They are shrewd and objective and can prevent mistakes from arising.</li> </ul>	<p>Sometimes accused of 'analysis paralysis' they can get bogged down in small details or be accused of slowing things down.</p>
	<b>Completer Finisher</b> 	<ul style="list-style-type: none"> <li>• This is now a pretty well-known term and, as the name suggests is the role that ensures the project is seen through to the end. They will 'dot the i's and cross the t's' and ensure that there have been no errors or omissions.</li> <li>• They are very focused on meeting deadlines, so if a project has been well structured with regular milestones, they will also keep the team on track along the way. They are conscientious, orderly and thorough.</li> </ul>	<p>Because of the focus on perfectionism, this role may be seen as overly critical and a bit of a worrier.</p>
	<b>Specialist</b> 	<ul style="list-style-type: none"> <li>• The idea of the specialist is the role of technical expert and this may be required at any stage during a change.</li> <li>• Many changes can fail due to poor information gathering during the planning stages. Bringing in a specialist at the right time can help to avoid this.</li> </ul>	<p>Because of their specialism, these individuals may appear hung up on technicalities or may be considered intimidating. Depending on their other team roles they can seem less committed to the overall team.</p>

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