

Table of Contents

Introduction	1
---------------------------	----------

Chapter 1 Belbin's Research:

Discovering team roles	5
-------------------------------------	----------

Phase 1: Teams of high intelligence.....	5
--	---

Phase 2: Teams of like personalities.....	6
---	---

Phase 3: Searching for balance.....	7
-------------------------------------	---

Validation of the Belbin Model.....	12
-------------------------------------	----

Chapter 2 Applications of Belbin's Insights	15
--	-----------

Developing Team Role Reports.....	15
-----------------------------------	----

Team Applications	18
-------------------------	----

Roles needed during project phases	19
--	----

Interpreting Balance and Imbalance	20
--	----

Individual Applications	28
-------------------------------	----

Does Belbin knowledge really make a difference?.....	32
---	----

Conclusion	36
------------------	----

Appendix 1: Team Roles Quick Reference Guide..	37
---	-----------

Plant	38
-------------	----

Monitor Evaluator	40
-------------------------	----

Specialist.....	42
-----------------	----

Shaper	44
--------------	----

Implementer	46
-------------------	----

Completer Finisher	48
--------------------------	----

Resource Investigator	50
-----------------------------	----

Team Worker	52
-------------------	----

Coordinator	54
-------------------	----

Appendix 2: Interpreting a Belbin Report

Page 3: Analysis of Your Team Role Composition.....	58
Page 4: Team Role Overview.....	60
Page 5: Comparing Self and Observer Perceptions...	62
Page 6: Your Team Role Preferences	64
Page 7: Observed Team Role Strengths and Weaknesses.....	66
Page 8: List of Observer Responses	68
Page 9: Team Role Feedback	70