

Team Roles specification

	Personal characteristics	Team-role contributions	Allowable weaknesses
Implementor	<ul style="list-style-type: none"> • conservative • disciplined • reliable 	<ul style="list-style-type: none"> • organises • turns ideas and plans into practical forms of action 	<ul style="list-style-type: none"> • somewhat inflexible • slow to respond to new possibilities
Co-ordinator	<ul style="list-style-type: none"> • mature • confident • trusting 	<ul style="list-style-type: none"> • clarifies goals and priorities • motivates colleagues • promotes decisions 	<ul style="list-style-type: none"> • not outstanding in intelligence or creative ability
Shaper	<ul style="list-style-type: none"> • highly strung • outgoing • dynamic 	<ul style="list-style-type: none"> • challenges • pressurises • gets around obstacles 	<ul style="list-style-type: none"> • prone to provocation and short-lived bursts of temper
Plant worker	<ul style="list-style-type: none"> • clever • imaginative • unorthodox 	<ul style="list-style-type: none"> • creates original ideas • solves the complex problems 	<ul style="list-style-type: none"> • weak communicating with and managing ordinary people
Resource investigator	<ul style="list-style-type: none"> • extroverted • enthusiastic • curious • communicative 	<ul style="list-style-type: none"> • explores possibilities • develops contacts • negotiates 	<ul style="list-style-type: none"> • loses interest once initial enthusiasm has passed
Monitor evaluator	<ul style="list-style-type: none"> • sober • intelligent • dry • objective 	<ul style="list-style-type: none"> • sees all options • analyses • judges likely outcomes accurately 	<ul style="list-style-type: none"> • lacks drive and ability to inspire others
Team worker	<ul style="list-style-type: none"> • social • mild • accommodating • perceptive 	<ul style="list-style-type: none"> • listens • builds • averts friction • handles difficult people 	<ul style="list-style-type: none"> • indecisive in crunch situations
Completer finisher	<ul style="list-style-type: none"> • painstaking • conscientious • anxious 	<ul style="list-style-type: none"> • searches out errors and omissions • concentrates on and keeps others to schedules and targets 	<ul style="list-style-type: none"> • inclined to worry unduly • reluctant to delegate

Since the questionnaire was first devised, a ninth member has been added to the team –the Specialist. The specifications are:

Specialist	<ul style="list-style-type: none"> • single minded • self-starting • dedicated 	<ul style="list-style-type: none"> • provides knowledge and technical skills in rare supply 	<ul style="list-style-type: none"> • contributes only on a narrow front
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