

TEXT 2

Read the text and study the chart. Then, working in pairs, try to decide which of Dr Belbin's personality type(s) you represent.

Successful teams

One of the most important functions of a manager is to build a team which will perform effectively and contribute to the success of a business.

The art of team-building has been studied by many people, but possibly the most interesting work on the subject has been done by Dr Meredith Belbin. His original insight has been to identify the individual roles which are crucial to a successful team. He argues that while individuals in a management group have their formal job titles – accountant, designer, marketing director, production manager, etc. – they also perform a variety of 'personality team roles': the ideas person, the organiser, the unorthodox genius, the stickler for detail, the diplomat, and so on.

Dr Belbin's team-role theory states that there are nine key personality types and a team will work most effectively if it has them all. However, a successful team need not be made up of nine members since some people may be more than one personality type. Thus a team of three could work together very successfully if, among them, the members combined the nine personality types.

USEFUL PEOPLE TO HAVE IN TEAMS

Type	Symbol	Typical Features	Positive Qualities	Allowable Weaknesses
Company Worker	CW	Conservative, dutiful, predictable.	Organising ability, practical common sense, hard-working, self-discipline.	Lack of flexibility, unresponsiveness to unproven ideas.
Chairman	CH	Calm, self-confident, controlled.	A capacity for treating and welcoming all potential contributors on their merits and without prejudice. A strong sense of objectives.	No more than ordinary in terms of intellect or creative ability.
Shaper	SH	Highly strung, outgoing, dynamic.	Drive and a readiness to challenge inertia, ineffectiveness, complacency or self-deception.	Proneness to provocation, irritation and impatience.
Plant	PL	Individualistic, serious-minded, unorthodox.	Genius, imagination, intellect, knowledge.	Up in the clouds, inclined to disregard practical details or protocol.
Resource Investigator	RI	Extroverted, enthusiastic, curious, communicative.	A capacity for contacting people and exploring anything new. An ability to respond to challenge.	Liable to lose interest once the initial fascination has passed.
Monitor-Evaluator	ME	Sober, unemotional, prudent.	Judgement, discretion, hard-headedness.	Lacks inspiration or the ability to motivate others.
Team Worker	TW	Socially-orientated, rather mild, sensitive.	An ability to respond to people and to situations, and to promote team spirit.	Indecisiveness at moments of crisis.
Completer-Finisher	CF	Painstaking, orderly, conscientious, anxious.	A capacity for follow-through. Perfectionism.	A tendency to worry about small things. A reluctance to let go.
Specialist	SP	Single-minded, self-starting.	Brings knowledge or skills in rare supply.	Contributes only on narrow front.