

# Key Stages for Team Success

As projects progress different Team Roles provide the most effective lead:

<b>Needs</b>	➡	Shaper		Co-ordinator	
<b>Ideas</b>	➡	Plant		Resource Investigator	
<b>Plans</b>	➡	Monitor Evaluator		Specialist	
<b>Contacts</b>	➡	Resource Investigator		Teamworker	
<b>Organisation</b>	➡	Implementer		Co-ordinator	
<b>Follow Through</b>	➡	Completer Finisher		Implementer	

The above figure represents Meredith Belbin's suggestions of the Team Roles likely to make valued contributions as a project proceeds from its outset to its conclusion.

**Shapers** and **Co-ordinators** are both very goal-oriented and more conscious than others of what goals are worth striving for. In the case of the **Shaper** a strong sense of urgency is attached to goal achievement. However, needs are not easily met without good ideas on how to proceed.

**Plants** and **Resource Investigators** love exploring ideas but in their own separate ways. Ideas are apt to die a natural death unless they can be turned into plans.

**Monitor Evaluators** make ideal planners, particularly where long-term planning is concerned. And it is here that the expertise of the **Specialist** is indispensable if the highest standards are to be achieved.

Plans, however, remain mere bits of paper unless others can be persuaded to take them up. **Resource Investigators** have a capacity for enthusiasm which is infectious. That along with their social nature makes them effective in selling ideas and plans. Yet selling can be counterproductive at times where the new conflicts with the old. A softly-softly approach and appeasement of the potentially angry may yield better results. It is here that the diplomatic **Teamworker** scores.

Once social acceptance is gained for a particular line of action, an organisation needs to be set up to make it happen. Here an **Implementer** will make an invaluable contribution in devising systems, steps and procedures. While the focus of the **Implementer** is on tasks, the **Co-ordinator** performs a complementary role by ensuring that the best human resources are lined up to undertake the work. These two different aspects of organisation are often best handled by a single person. But if any natural division of responsibility is to occur on the organisation front, there is a natural dividing line between organising the job content and arranging the staffing.

Follow-through is perhaps the most neglected aspect of project work but unless it is tackled efficiently virtually nothing worthwhile will be accomplished. It is here that the **Completer Finisher** plays a crucial part - 'That is all there is to it except for a few million details ....' How true that is. However, the role of the **Implementer** is also important. Good organisation is needed at all stages of a project but it is as a project matures that the positive nature of the **Implementer's** input is most likely to be felt.

So each team role can play a vital part during the evolution of a project. Success often hinges on how adeptly the various players can contribute and withdraw at critical moments.