










<p>Coordinator</p> <p>CO</p> 	<p>Characteristics:</p>	<p>Mature, confident, good chairperson; clarifies goals; promotes decision making; delegates well; recognises where team's strengths and weaknesses lie and ensures best use is made of each member's potential.</p>
	<p>Tolerable Weaknesses:</p>	<p>Can be seen as manipulative; offloads personal work.</p>
	<p>Suggested Task Allocation:</p>	<p>Should be best person to co-ordinate group effort; ensure that everyone has a useful role and team works towards common and agreed goal.</p>
<p>Shaper</p> <p>SH</p> 	<p>Characteristics:</p>	<p>Challenging, dynamic, thrives on pressure; drive and courage to overcome obstacles; shapes way in which team effort is applied, directing attention generally to objectives and priorities; seeks to impose some shape or pattern on group discussion and on outcome of group activities.</p>
	<p>Tolerable Weaknesses:</p>	<p>Prone to provocation; offends peoples' feelings.</p>
	<p>Suggested Task Allocation:</p>	<p>Should be person best suited to overcome obstacles and opposition; create a sense of urgency and ensure that talk is turned into worthwhile action.</p>
<p>Plant</p> <p>PL</p> 	<p>Characteristics:</p>	<p>Creative, imaginative, unorthodox; solves difficult problems; redefines problems; advances new ideas and strategies with special attention to major issues and possible breaks in approach to group problem.</p>
	<p>Tolerable Weaknesses:</p>	<p>Ignores incidentals; too preoccupied to communicate effectively.</p>
	<p>Suggested Task Allocation:</p>	<p>Should do most problem solving or be responsible for generating new strategies or ideas and proposing solutions to rest of team.</p>
<p>Monitor</p>	<p>Characteristics:</p>	<p>Sober, strategic, discerning; sees all options; judges accurately; analyses problems; evaluates ideas and suggestions so team is better placed to take</p>

Evaluator ME 		balanced decisions.
	Tolerable Weaknesses:	Lacks drive and ability to inspire others.
	Suggested Task Allocation:	Should be responsible for ensuring all worthwhile options are considered; needs a key role in planning; an arbiter in event of controversy.
Resource Investigator RI 	Characteristics:	Extrovert, enthusiastic, communicative; explores opportunities, develops contacts; explores and reports on ideas, developments and resources outside group; creates external contacts that may be useful to team; conducts negotiations.
	Tolerable Weaknesses:	Over-optimistic; loses enthusiasm once initial enthusiasm has passed.
	Suggested Task Allocation:	Should be responsible for developing outside contacts and exploring new opportunities; needs a chance to conduct negotiations but must report back to group.
Team Worker TW 	Characteristics:	Supports members in their strengths; eg building on suggestions, underpinning members in their shortcomings, improving communications between members and fostering team spirit generally.
	Tolerable Weaknesses:	Indecisive in crunch situations.
	Suggested Task Allocation:	Should play a floating role, using versatile qualities to help with features of work that others cannot manage. Should use diplomatic skills to overcome conflict.
Implementer IMP 	Characteristics:	Turns concepts and ideas into practical working procedures; carries out agreed plans systematically and efficiently.
	Tolerable Weaknesses:	Somewhat inflexible. Slow to respond to new possibilities.
	Suggested Task Allocation:	Should be appointed organiser, responsible for procedures and practical steps to be taken once team reaches significant decisions.

<p>Completer Finisher</p> <p>CF</p> 	<p>Characteristics:</p>	<p>Ensures team is protected as far as possible from mistakes of both commission and omission; actively searches for aspects of work that need a more than usual degree of attention; maintains sense of urgency within team.</p>
	<p>Tolerable Weaknesses:</p>	<p>Inclined to worry unduly. Slow to respond to new possibilities.</p>
	<p>Suggested Task Allocation:</p>	<p>Should ensure team's work meets necessary deadlines and conforms to highest standards. Responsible for ensuring no inaccuracies or errors.</p>
<p>Specialist</p> <p>SP</p> 	<p>Characteristics:</p>	<p>Feeds technical information into group; translates from general into technical terms. Contributes professional viewpoint on subject under discussion.</p>
	<p>Tolerable Weaknesses:</p>	<p>Contributes on only a narrow front; dwells on technicalities.</p>
	<p>Suggested Task Allocation:</p>	<p>Should provide focus on technical issues confronting team; should provide knowledge and techniques in short supply.</p>