Much of what is most important about management is interpersonal, how we deal with others. Figure 3 R. Meredith Belbin Table 1 Belbin's team roles Role type Description Characteristics Implementer Likes to get on with the team's task(s) and sort out practical details Dutiful, practical and quite cautious; predictable and sometimes inflexible Coordinator Encourages team members to make their point but keeps the team going in the right direction Calm, self-confident and supportive; does not get involved in matters of detail Shaper Provides drive and energy to the team's work, but can try to influence it with their own views Outgoing, dynamic, challenging; impatient and sometimes provocative Plant Offers lots of imaginative ideas or specialist knowledge to the task Creative thinker, often unorthodox; likes to work alone and not very practical Resource investigator Provides lots of information and has lots of useful contacts Highly communicative, enthusiastic and curious; easily bored Monitor/Evaluator Likes to observe and measure how well the team are doing Prudent, hard-headed and a good judge; at times rather unemotional Teamworker Does things to keep up team spirit or morale Socially orientated, sensitive and responsive; sometimes indecisive Completer/Finisher Makes sure that all tasks are finished off completely Painstaking, orderly, conscientious; can be anxious and find it difficult to 'let go' (Source: adapted from Belbin, 1981) It is important to bear in mind that Belbin's roles are not something anyone is born into. Adult state is associated with calm, rational, objective behaviour where the individual focuses on gaining better factual understanding of a situation. There will inevitably be some vying for particular roles, or conflict amongst those members who have differing priorities. These are outlined in Table 1.