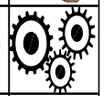
The Nine Team Roles

				Team Role Contribution	Allowable Weakness	Names											
Thinking	Plant	PL		*Creative, Original, Unorthodox* *Solves difficult problems*	*Absent-minded* *Ignores details*												
	Monitor Evaluator	ME		*Objective, Strategic, Discerning* *Judges all options*	*Uninspiring, Critical*												
	Specialist	SP		*Deep Knowledge, Single-minded,* *Self-starting*	*Limited contribution*												
Action	Shaper	SH		*Hard Driving, Influencer, Dynamic* *Challenges, Puts on the Pressure*	*Abrasive, Insensitive* *Easily provoked*												
	Implementer	IMP		*Organizing, Disciplined, Reliable* *Turns ideas into practical actions*	*Inflexible* *Reluctant to change*												
	Completer Finisher	CF		*Meticulous, Conscientious, On time* *Searches out errors and omissions*	*Worrier, Nit-Picks* *Reluctant to delegate*												
People	Team Worker	TW		*Diplomatic, Cooperative, Perceptive* *Listens, Averts friction*	*Indecisive*												
	Resource Investigator	RI		*Outgoing, Enthusiastic, Networker* *Recognizes Opportunities*	*Over-optimistic* *Easily Bored*												
	Coordinator	CO		*Motivator, Orchestrator, Facilitator* *Clarifies goals & decision-making.*	*Manipulative* *Over-delegates*												