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Belbin Team Role Report for

Jo Pink

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 6 Observer Assessments.

Percentile

Key

CO	Co-ordinator
SH	Shaper
RI	Resource Investigator
PL	Plant
TW	Teamworker
IMP	Implementer
CF	Completer Finisher
ME	Monitor Evaluator
SP	Specialist

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 6 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Jo Pink's Self-Perception	SH	CO	RI	PL	IMP	TW	CF	ME	SP
Observers:									
Debs Orange	CO	SH	RI	PL	IMP	TW	CF	ME	SP
Peter Green	CO	RI	SH	TW	IMP	PL	CF	ME	SP
Victoria Yellow	CO	TW	SH	RI	PL	IMP	ME	CF	SP
Stuart Brown	CO	RI	SH	PL	TW	CF	ME	SP	IMP
Jill Purple	CO	ME	RI	CF	SH	IMP	TW	SP	PL
Dave Blue	PL	CO	SH	RI	TW	CF	IMP	ME	SP
Observers' Overall Views	CO	SH	RI	PL	TW	ME	IMP	CF	SP
Your Overall Team Role Composition	**CO**	**SH**	**RI**	**PL**	**TW**	**IMP**	**CF**	**ME**	**SP**

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

This report is based on your Self-Perception plus 6 Observer Assessments.
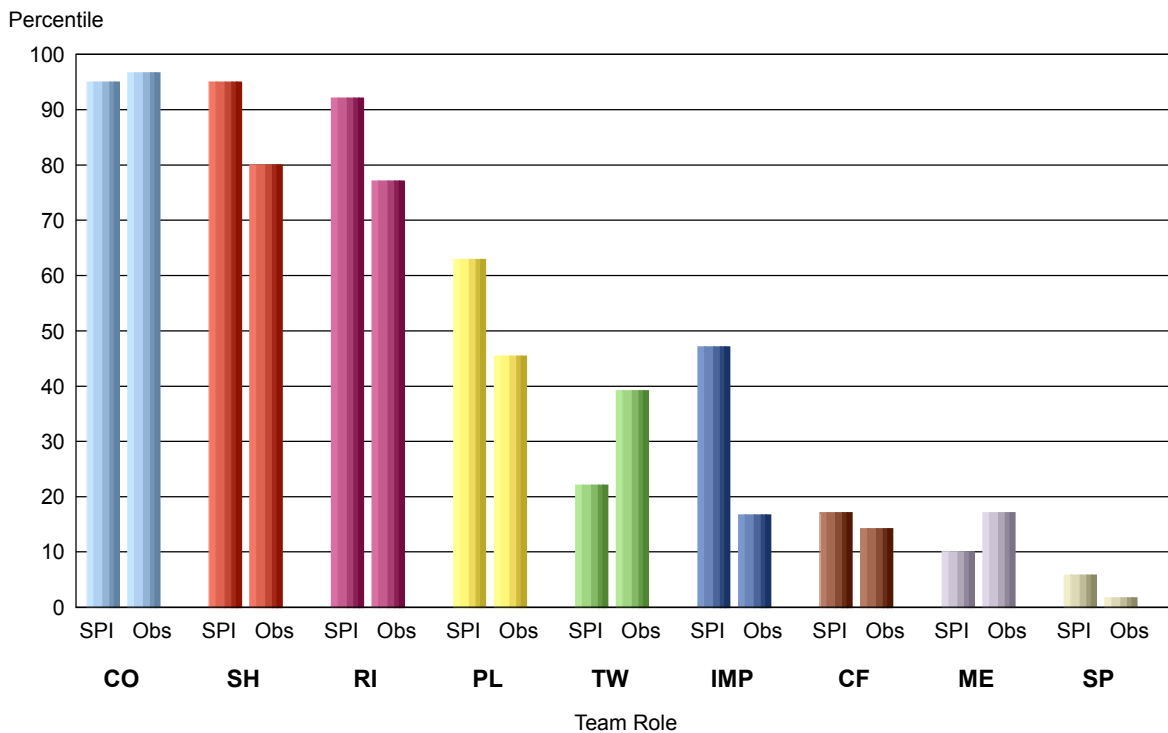
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
CO	Co-ordinator	95	96
SH	Shaper	95	80
RI	Resource Investigator	92	77
PL	Plant	63	45
TW	Teamworker	22	39
IMP	Implementer	47	16
CF	Completer Finisher	17	14
ME	Monitor Evaluator	10	17
SP	Specialist	6	2

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Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	.	.	X	.	.	.	.	Plant
.	.	.	.	.	.	.	.	.	X	.	Resource Investigator
.	.	.	.	.	.	.	.	.	X	.	Co-ordinator
.	.	.	.	.	.	.	.	.	X	.	Shaper
.	X	.	.	.	.	.	.	.	.	.	Monitor Evaluator
.	.	X	.	.	.	.	.	.	.	.	Teamworker
.	.	.	.	.	X	.	.	.	.	.	Implementer
.	.	X	.	.	.	.	.	.	.	.	Completer Finisher
.	X	.	.	.	.	.	.	.	.	.	Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

Jo Pink

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 6 Observer Assessments.

You appear to have a firm grasp of objectives: an ability to drive both yourself and others, and a readiness to maximise the resources of a team. What could make life complicated, however, is that there are two competing working styles influencing your behavioural approach, which can introduce an element of unpredictability. One is the calm, unflappable style – tolerant and consultative, never losing sight of priorities and with a talent for establishing a consensus. The other is the hard-driving decision-maker who challenges and pushes others to achieve success. Each style can be very useful in the right circumstances. However, since they are associated with different temperaments, they are difficult to combine convincingly. If, however, you can alternate between relaxed and demanding moods, between delegating readily and, at other times, regaining the reins and taking the lead, your style could become very effective. The challenge lies in judging which approach is required at any given time.

In terms of working relationships, you will work best for a manager who is creative but requires organisation or for someone who is happy to allow you to exercise considerable influence. However, there will inevitably be times when the exercise of your authority will be inappropriate. This is where you will have to learn to contain yourself, especially if that situation prevails over a lengthy period.

When managing others, it is important to be aware that some will not respond well to an overly-dominant approach. Ensure that you allow others a sense of autonomy and responsibility for their own work.

Your natural operating style is one of leading from the front. However, the prime challenge for you is to exercise that propensity with discretion and without cramping the style and ambition of others.

You appear to have the makings of someone who is prepared to help the team develop its understanding of the world outside the organisation. Find occasions to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, volunteer yourself to find out more about how to exploit the opportunities these ideas present.

On a final note, you need to take account of the role for which you are least suited. In your case, you do not appear to have the characteristics of someone who researches and studies a subject in depth. If you can work in harmony with someone who is self-starting and able to offer or gain in-depth knowledge in a particular subject, your own performance is likely to improve.

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Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 6 Observer Assessments.

Strengths

You are likely to:

- maintain a broad overview while leaving the details to others.
- be a high-profile, dominant person, capable of making your voice heard.
- be able to give confidence and direction to others and to facilitate people towards common objectives.
- be dynamic and entrepreneurial: a developer of new ventures.

Possible Weaknesses

You may:

- be inclined to organize others without adopting a systematic approach to your own work.
- take a generalist approach and tend not to get involved with the specifics of a subject.
- lack structure in your approach to work and neglect to attend to matters which no longer hold your interest.
- depend on continuous stimulation and be inclined to leave the details to others.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Shaper role to better effect, cultivate your image as someone who is ready to speak out on important subjects and can handle controversial issues. If you can do this in a positive manner, you could become a valuable spokesperson for the team.

To play your Co-ordinator role to better effect, take the lead role in bringing others to agreement on important decisions. Aim for a balance between airing different views and moving to a conclusion.

Jo Pink

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 6 Observer Assessments.

Key points

Jo Pink seems to be a generalist rather than an expert, so expect her to focus on the bigger picture. Judge whether Jo has developed effective strategies for getting appropriate guidance when required or whether she dismisses the need for knowledge and expertise.

Work Environment

Jo will be most comfortable in adopting a leading position where personal responsibility can be exercised. She could do well in leading a team but should be steered away from a job where there are ambiguities of seniority or leadership.

Others have observed that Jo might be best suited to:

- giving confidence to others
- work where it is important to speak out rather than to conform
- engaging with others in decision-making

On the other hand, observers did not reach consensus about the kinds of work to which Jo is less suited.

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Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 6 Observer Assessments.

Associated Weaknesses	Strengths	
		PL
		RI
		CO
		SH
		ME
		TW
		IMP
		CF
		SP

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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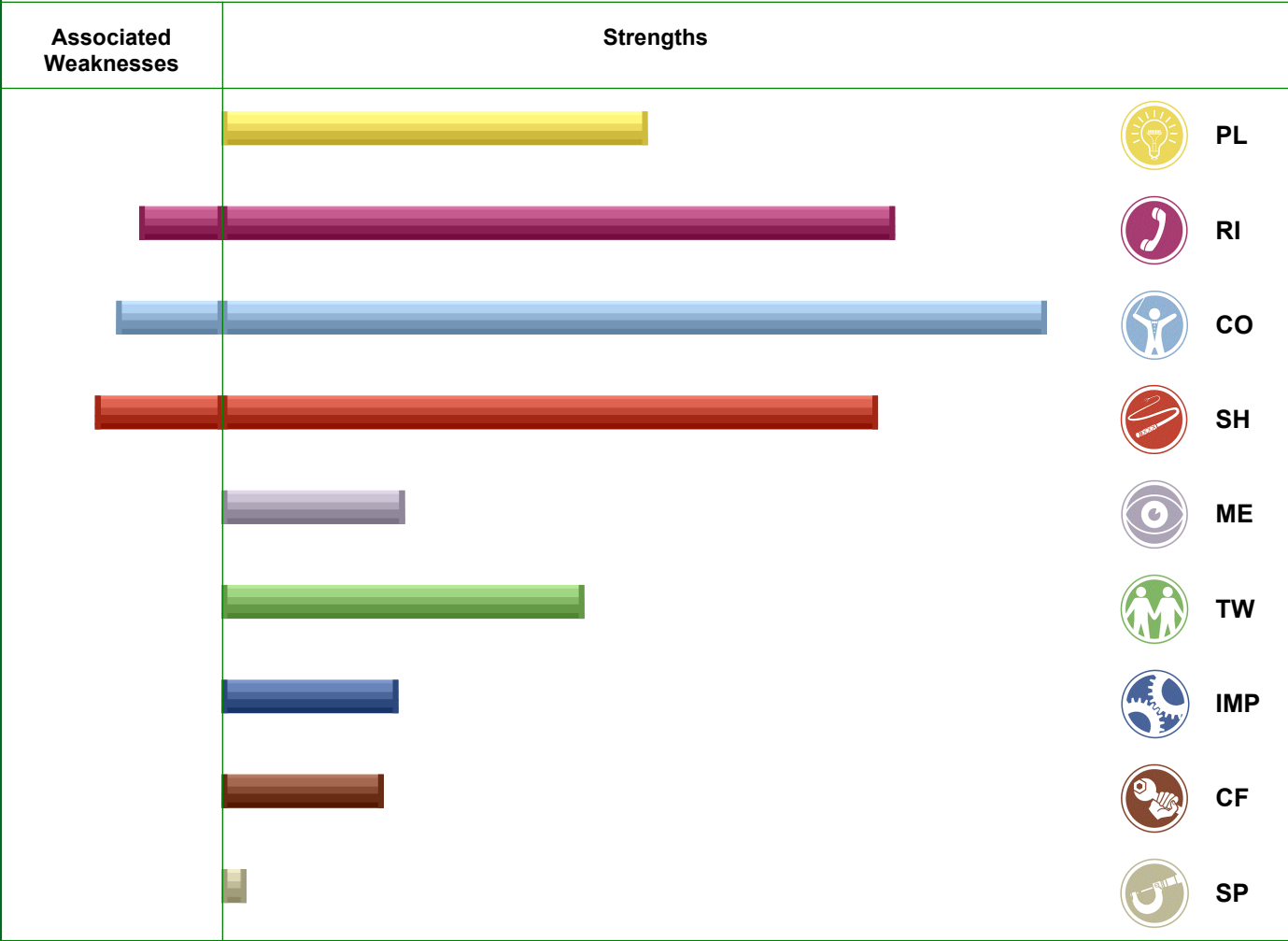
Jo Pink

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 6 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

encouraging of others	11	persevering	1
outspoken	9	self-reliant	1
consultative	9	logical	1
broad in outlook	7	efficient	1
conscious of priorities	7	methodical	1
confident and relaxed	7	*over-delegating*	1
caring	7	accurate	1
outgoing	6	perfectionist	0
challenging	5	motivated by learning	0
helpful	5	shrewd	0
practical	5	impartial	0
persuasive	5	*territorial*	0
competitive	5	studious	0
seizes opportunities	4	*sceptical*	0
inquisitive	4	*restricted in outlook*	0
original	3	*over-talkative*	0
creative	3	*over-sensitive*	0
hard-driving	3	*inflexible*	0
manipulative	3	*frightened of failure*	0
perceptive	3	*eccentric*	0
free-thinking	3	*absent-minded*	0
diplomatic	2	meticulous	0
realistic	2	disciplined	0
analytical	2	*resistant to change*	0
impulsive	2	*reluctant to allocate work*	0
reliable	2	*oblivious*	0
pushy	2	*fussy*	0
corrects errors	2	*fearful of conflict*	0
uninvolved with specifics	2	willing to adapt	0
impatient	2	dedicated to subject	0
inventive	1	*unenthusiastic*	0
imaginative	1	*unadventurous*	0
tough	1	*procrastinating*	0
enterprising	1	*engrossed in own area*	0
inconsistent	1	keen to impart expertise	0
confrontational	1	*indecisive*	0

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 6 Observer Assessments.

Team Roles				Work Style
1	**2**	**3**	**4**	
CO	SH			**Controlling** "I like taking overall responsibility for ensuring collective goals are met."
CO		RI		**Facilitating** "Networking and enabling people to interact more effectively are what I do best."
CO			PL	**Piloting** "I relish taking responsibility for promoting new approaches."
	SH	RI		**Exploiting Opportunities** "I like to be given responsibility for grasping opportunities and driving things forward."

Glossary of Terms

Self-Perception Inventory (SPI)
The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

Observer Assessment (OA)
The Observer Assessment is the questionnaire completed by people who know the Self-Perception candidate well. We recommend that observers are chosen from among those who have worked with the individual closely and recently and within the same context (e.g. within the same team), since Team Role behaviours can change over time and in different situations, offering advice on managing this.

Team Role Strength
These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness
This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular Team Role well and their strengths outweigh their weaknesses in the role, it is called an "Allowable weakness". Weaknesses become "non-allowable" if taken to extreme or if the associated Team Role strength is not displayed.

Percentiles
A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

Percentages
Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role
A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped
Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.

Belbin Team Role Report for

Peter Green

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.

Percentile bar graph showing Team Roles from highest to lowest: TW ~88, RI ~87, CF ~80, PL ~50, CO ~34, SP ~22, ME ~19, IMP ~9, SH ~3.

Key

TW	Teamworker
RI	Resource Investigator
CF	Completer Finisher
PL	Plant
CO	Co-ordinator
SP	Specialist
ME	Monitor Evaluator
IMP	Implementer
SH	Shaper

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Peter Green's Self-Perception	CF	RI	TW	PL	SP	ME	SH	CO	IMP
Observers:									
Debs Orange	CO	RI	TW	CF	SP	PL	SH	ME	IMP
Jo Pink	RI	TW	CF	IMP	CO	PL	SH	ME	SP
Dave Blue	CO	PL	TW	ME	RI	CF	IMP	SP	SH
Jill Purple	RI	CF	PL	TW	SH	ME	SP	IMP	CO
Observers' Overall Views	TW	RI	CF	CO	PL	ME	IMP	SP	SH
Your Overall Team Role Composition	**TW**	**RI**	**CF**	**PL**	**CO**	**SP**	**ME**	**IMP**	**SH**

There is a good match between your own views and those of your observers. In general, you have an objective view of your Team Role preferences, with only small differences in your observers' perceptions. You may occasionally need to adjust the Team Roles that you play so as to adapt to a specific working situation.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

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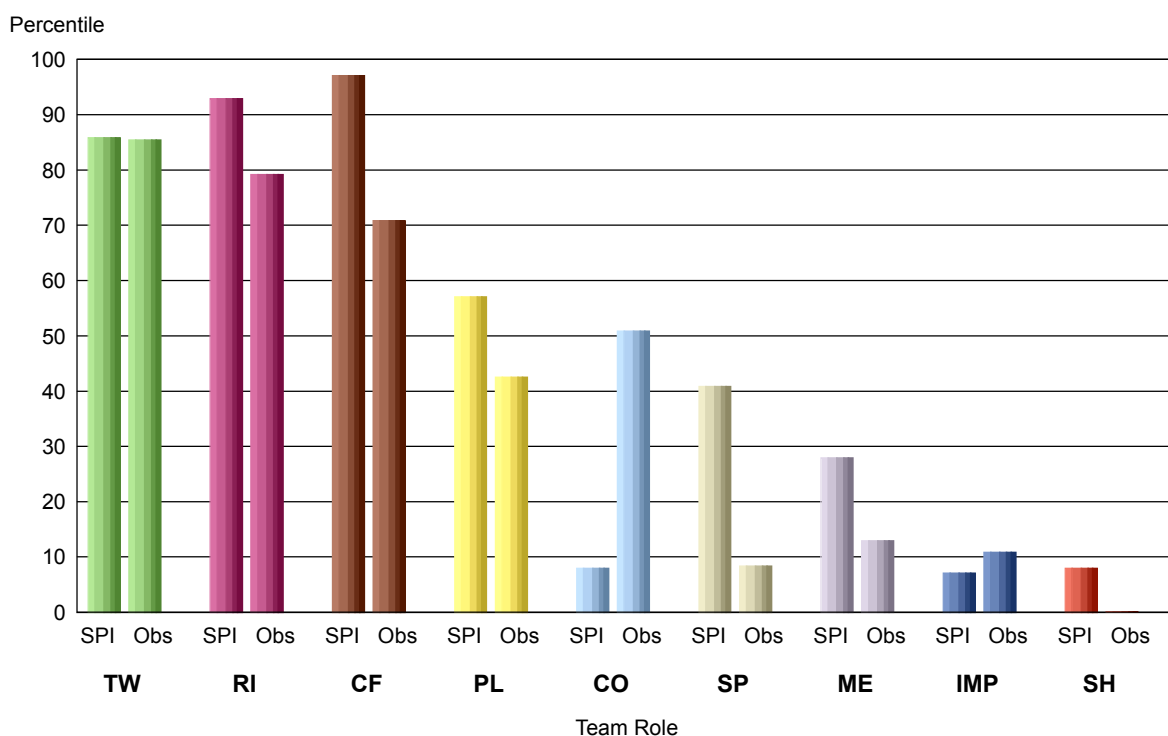
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
TW	Teamworker	86	86
RI	Resource Investigator	93	79
CF	Completer Finisher	97	71
PL	Plant	57	42
CO	Co-ordinator	8	51
SP	Specialist	41	8
ME	Monitor Evaluator	28	13
IMP	Implementer	7	11
SH	Shaper	8	0

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Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	.	.	**X** .	.	.	.	.	Plant
.	.	.	.	.	.	.	.	.	**X**	.	Resource Investigator
.	**X** .	.	.	.	.	.	.	.	.	.	Co-ordinator
.	**X** .	.	.	.	.	.	.	.	.	.	Shaper
.	.	.	**X** .	.	.	.	.	.	.	.	Monitor Evaluator
.	.	.	.	.	.	.	.	**X**	.	.	Teamworker
.	**X** .	.	.	.	.	.	.	.	.	.	Implementer
.	.	.	.	.	.	.	.	.	**X**	.	Completer Finisher
.	.	.	.	**X**	.	.	.	.	.	.	Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

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Peter Green

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

Your career points towards one in which interpersonal relationships play a very prominent part. Any job you undertake should be of a social nature, ideally offering you some scope for negotiating. You should avoid work where you are primarily left on your own. In some cases this would be of benefit, but there is a risk that it would merely lead to personal strain, especially where the job was closely specified and structured. You are most likely to thrive in a busy office, or similar environment, where there is a large amount of liaison work to be conducted.

Your capacity for being able to deal effectively with a wide range of people, including some who are apt to be difficult, provides an indication as to the sort of manager with whom you might work best. An intellectual, though perhaps shy and unpredictable, manager who lacks the ability or inclination to communicate effectively with others, could offer you the ideal opportunity to display your natural accomplishments.

In terms of those you manage, you should look for practical, grounded individuals with well-established skills. You are unlikely to make a very directive manager, so you should choose people who know what they are supposed to do and can be relied on to get on with it without much direction.

In general, you should be at your best wherever team-building and versatility are valued. Rank and position in the hierarchy will be less important. For you, people need to be treated with respect and consideration in all circumstances.

You appear to have an affinity for accuracy and maintaining high standards. To enhance your performance, try taking on tasks such as proofreading or checking the final figures, which will help you to sharpen your attention to detail further. The more you show yourself to be someone capable of picking up on errors which could otherwise cause embarrassment, the more valuable you will become to the team.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of someone who obtains results by driving others forward. If you can work in harmony with someone who has these complementary qualities, your performance is likely to improve.

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Peter Green

Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You are likely to:

- be drawn to work involving communicating with others within and outside the team.
- use your intuition when working with colleagues and help to defuse friction in the team.
- enjoy work where you can use your outgoing nature and personal initiative.
- have an eye for detail and be able to undertake careful, sustained work.

Possible Weaknesses

You may:

- be inclined to allow feelings to influence judgement.
- be uncomfortable when having to deal with conflict.
- lack structure in your approach to work and neglect to attend to matters which no longer hold your interest.
- lack a sense of urgency.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Completer Finisher role to better effect, become a conduit through which work passes before it reaches the outside world. Others will come to appreciate your ability to save potentially embarrassing errors from being exposed.

To play your Resource Investigator role to better effect, be alert to new opportunities and how you might turn them to the team's advantage. This will require both up-to-date knowledge of the team's current objectives and a good network to keep you informed.

Peter Green

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

Ask Peter Green about a time when he has challenged others' views, in order to find out whether Peter will defend his opinions or is content to go along with the majority.

Work Environment

Peter is likely to perform best where the primary work entails dealing with people. He could do well in a liaison role where diplomacy and a sociable nature play an important part in establishing and maintaining good contacts and relationships.

Others have observed that Peter might be best suited to:

- providing support for clients or colleagues as required
- asking questions and finding out information
- giving confidence to others

On the other hand, observers did not reach consensus about the kinds of work to which Peter is less suited.

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Peter Green

Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.

Associated Weaknesses	Strengths	
		PL
		RI
		CO
		SH
		ME
		TW
		IMP
		CF
		SP

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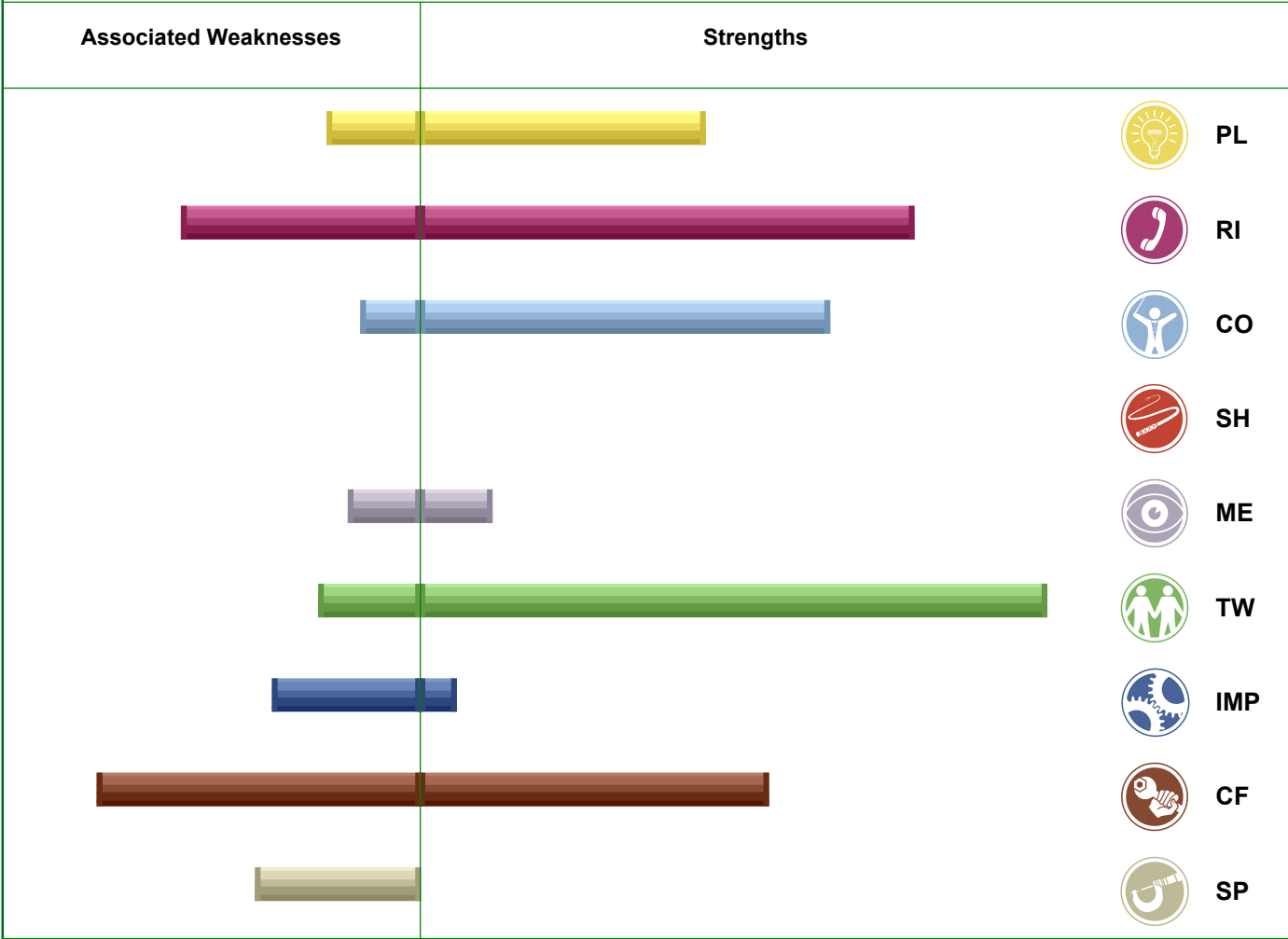
Peter Green

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

helpful	5	impartial	0
inquisitive	4	challenging	0
encouraging of others	4	studious	0
caring	4	*sceptical*	0
seizes opportunities	3	*restricted in outlook*	0
inventive	2	outspoken	0
perfectionist	2	*manipulative*	0
over-talkative	2	*inconsistent*	0
frightened of failure	2	*confrontational*	0
accurate	2	*absent-minded*	0
confident and relaxed	2	persevering	0
creative	1	self-reliant	0
enterprising	1	broad in outlook	0
territorial	1	meticulous	0
over-sensitive	1	diplomatic	0
inflexible	1	realistic	0
eccentric	1	disciplined	0
outgoing	1	consultative	0
perceptive	1	logical	0
practical	1	efficient	0
analytical	1	conscious of priorities	0
resistant to change	1	methodical	0
reluctant to allocate work	1	persuasive	0
over-delegating	1	*oblivious*	0
impulsive	1	free-thinking	0
fussy	1	competitive	0
fearful of conflict	1	willing to adapt	0
procrastinating	1	reliable	0
engrossed in own area	1	dedicated to subject	0
corrects errors	1	*unenthusiastic*	0
original	0	*unadventurous*	0
imaginative	0	*pushy*	0
tough	0	keen to impart expertise	0
motivated by learning	0	*uninvolved with specifics*	0
shrewd	0	*indecisive*	0
hard-driving	0	*impatient*	0

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Peter Green

Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style
1	**2**	**3**	**4**	
TW	RI			**Liaising** **"**My strength lies in building better communications with others.**"**
TW		CF		**Assisting** **"**I am most appreciated for the way I can achieve high standards when working with others.**"**
TW			PL	**Helping Others with Ideas** **"**I enjoy sharing my ideas for the benefit of the team.**"**
	RI	CF		**Contracting** **"**I'm happy to make the contacts and to tie up the loose ends.**"**

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

Glossary of Terms

Self-Perception Inventory (SPI)
The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

Observer Assessment (OA)
The Observer Assessment is the questionnaire completed by people who know the Self-Perception candidate well. We recommend that observers are chosen from among those who have worked with the individual closely and recently and within the same context (e.g. within the same team), since Team Role behaviours can change over time and in different situations, offering advice on managing this.

Team Role Strength
These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness
This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular Team Role well and their strengths outweigh their weaknesses in the role, it is called an "Allowable weakness". Weaknesses become "non-allowable" if taken to extreme or if the associated Team Role strength is not displayed.

Percentiles
A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

Percentages
Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role
A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped
Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.

Belbin Team Role Report for

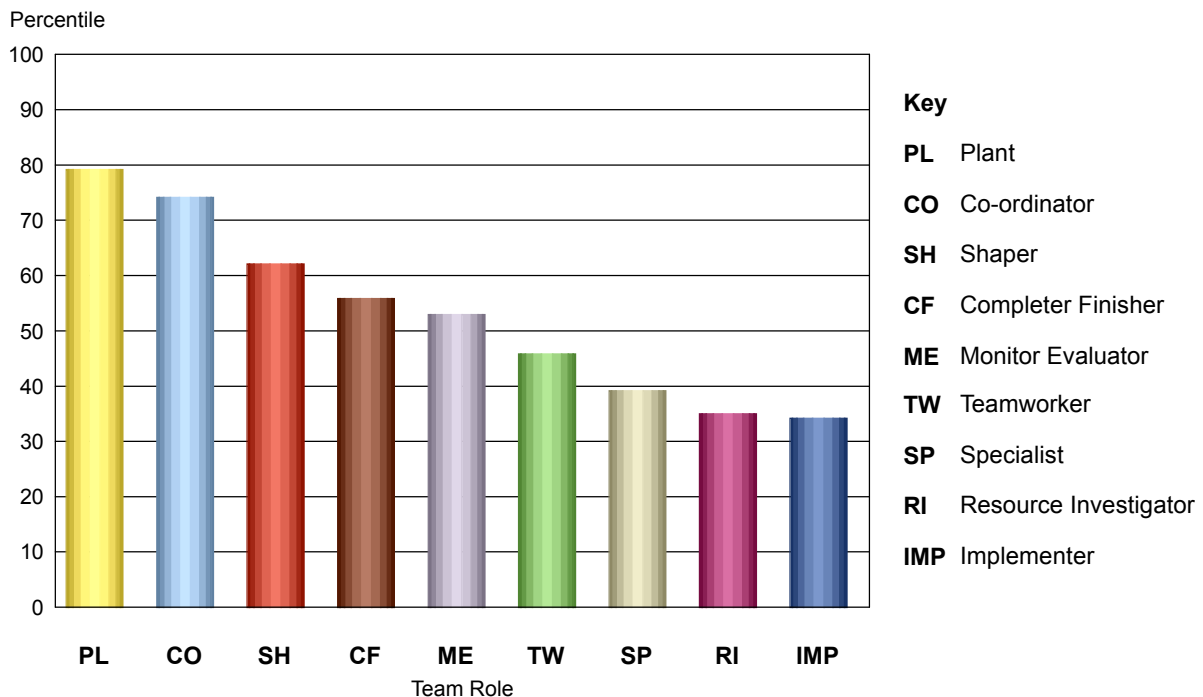## Dave Blue

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Dave Blue

Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.

Percentile bar graph showing Team Roles from highest to lowest: PL ~79, CO ~74, SH ~62, CF ~56, ME ~53, TW ~46, SP ~39, RI ~35, IMP ~34.

Key

PL	Plant
CO	Co-ordinator
SH	Shaper
CF	Completer Finisher
ME	Monitor Evaluator
TW	Teamworker
SP	Specialist
RI	Resource Investigator
IMP	Implementer

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Dave Blue

Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Dave Blue's Self-Perception	PL	CO	CF	ME	SH	TW	SP	RI	IMP
Observers:									
Jill Purple	CO	PL	SH	SP	TW	CF	ME	RI	IMP
Jo Pink	PL	ME	CO	SH	IMP	CF	TW	RI	SP
Peter Green	PL	CF	IMP	RI	CO	TW	SH	ME	SP
Victoria Yellow	SP	CO	SH	PL	TW	IMP	RI	CF	ME
Observers' Overall Views	PL	CO	SH	CF	IMP	ME	SP	TW	RI
Your Overall Team Role Composition	**PL**	**CO**	**SH**	**CF**	**ME**	**TW**	**SP**	**RI**	**IMP**

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Dave Blue

Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

This report is based on your Self-Perception plus 4 Observer Assessments.
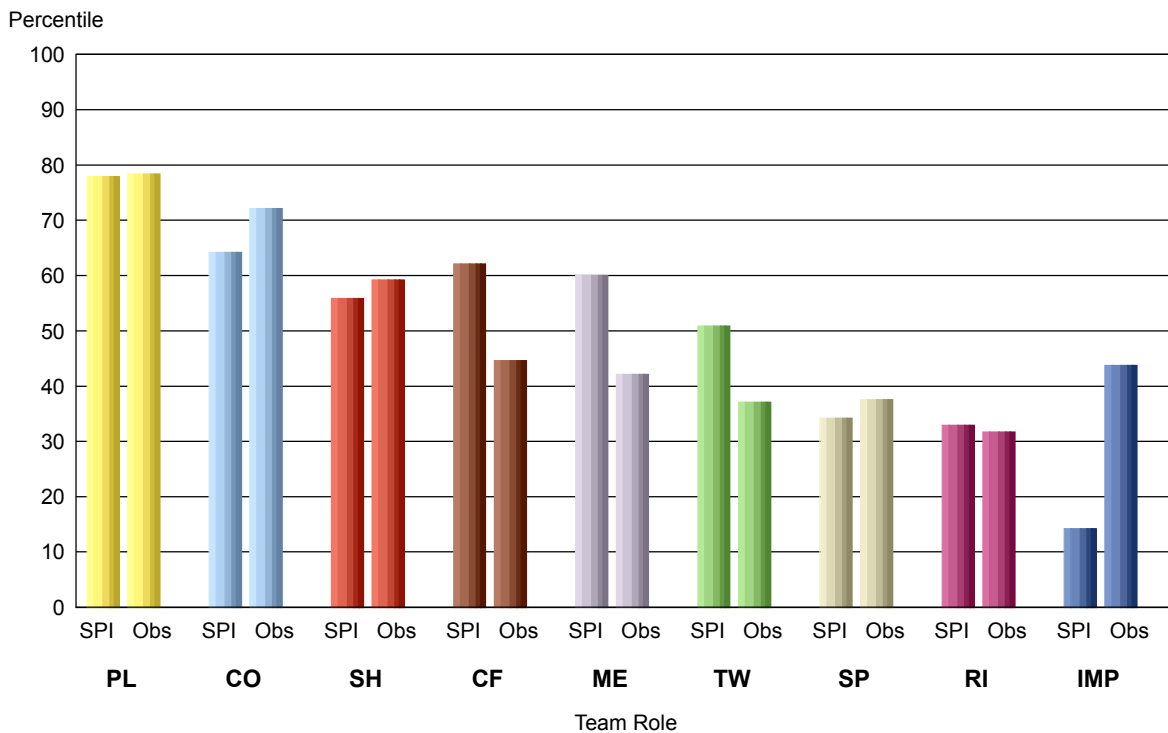
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
PL	Plant	78	78
CO	Co-ordinator	64	72
SH	Shaper	56	59
CF	Completer Finisher	62	45
ME	Monitor Evaluator	60	42
TW	Teamworker	51	37
SP	Specialist	34	38
RI	Resource Investigator	33	32
IMP	Implementer	14	44

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Dave Blue

Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	.	.	.	.	X	.	.	Plant
.	.	.	X	.	.	.	.	.	.	.	Resource Investigator
.	.	.	.	.	.	X	.	.	.	.	Co-ordinator
.	.	.	.	.	X	.	.	.	.	.	Shaper
.	.	.	.	.	.	X	.	.	.	.	Monitor Evaluator
.	.	.	.	.	X	.	.	.	.	.	Teamworker
.	X	.	.	.	.	.	.	.	.	.	Implementer
.	.	.	.	.	.	X	.	.	.	.	Completer Finisher
.	.	.	X	.	.	.	.	.	.	.	Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

Dave Blue

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

Your strength lies in your ability to innovate and to carry people with you, organising others without dominating them, and, at the same time, to generate ideas of your own. This can make for a strong leadership role and yet it can also produce a dilemma. On the one hand, you may be good at spotting talent and seeing how different people may best contribute to different group objectives. On the other hand, you may feel tempted to allow your own ideas to dominate the team's agenda and direction. The problem with these strengths is that they are best used separately rather than at the same time. You need to alternate between assigning and managing responsibilities in a way that each person finds acceptable, and injecting new ideas into the group should the need arise. In other words, there may be occasions when it would be a good thing for you to restrict your own contribution until you have ensured that others have offered their opinions or until the group has got into some difficulty that is not easily resolved.

Your best option is to encourage constructive group thought processes and to use your own sense of personal maturity to know when it is best to intervene and ask for others' views. When discussion has been exhausted, this might be the right moment for you to offer a potential solution for consideration.

In terms of working with others, you are likely to respond well to a manager who is outward-looking and has a wide array of contacts. When working with colleagues or those you manage, you will need people around you who are able to vet and implement your ideas successfully.

Your overall working style should be of navigating a way ahead, either through making the best use of others or by mapping out the path yourself. It is important, however, that these two separate approaches should never be brought into conflict with each other.

You also show potential for generating the drive and dynamism which can motivate others in your team. Make efforts to be honest and forthright without causing offence. If you can boost energy levels without decreasing morale, others will come to value your abilities to realise goals and meet deadlines.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of the practical organiser who attends to all the things that optimise efficiency. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to improve.

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Dave Blue

Maximizing your Potential

> This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You are likely to:

- have innovative tendencies and may prefer to work in an unstructured environment.
- draw out contributions from others and make the best use of the talent within a team.

Possible Weaknesses

You may:

- be inclined to organize others without adopting a systematic approach to your own work.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Plant role to better effect, become the person to whom others turn for ideas they can take on and develop. Allow your imagination to take flight without being overly concerned about vetting your ideas in the early stages of creativity.

To play your Co-ordinator role to better effect, take the lead role in bringing others to agreement on important decisions. Aim for a balance between airing different views and moving to a conclusion.

Dave Blue

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

Ask Dave Blue about good ideas he has had and whether he has had the opportunity to put these into practice. Whilst it is not necessary for Dave to excel in later stages of a project, find out whether his ideas are practically workable as well as original.

Work Environment

Dave requires a brief that is not too detailed or restricting. He is likely to lead by example and may work well heading up a project team set up to formulate a new strategy or develop a new product. Ensure that he is not in a position of isolation as this will be detrimental to his contribution.

Others have observed that Dave might be best suited to:

- rigorously applying himself to what needs to be done
- pushing himself and others to ensure that results are achieved
- taking a strategic overview

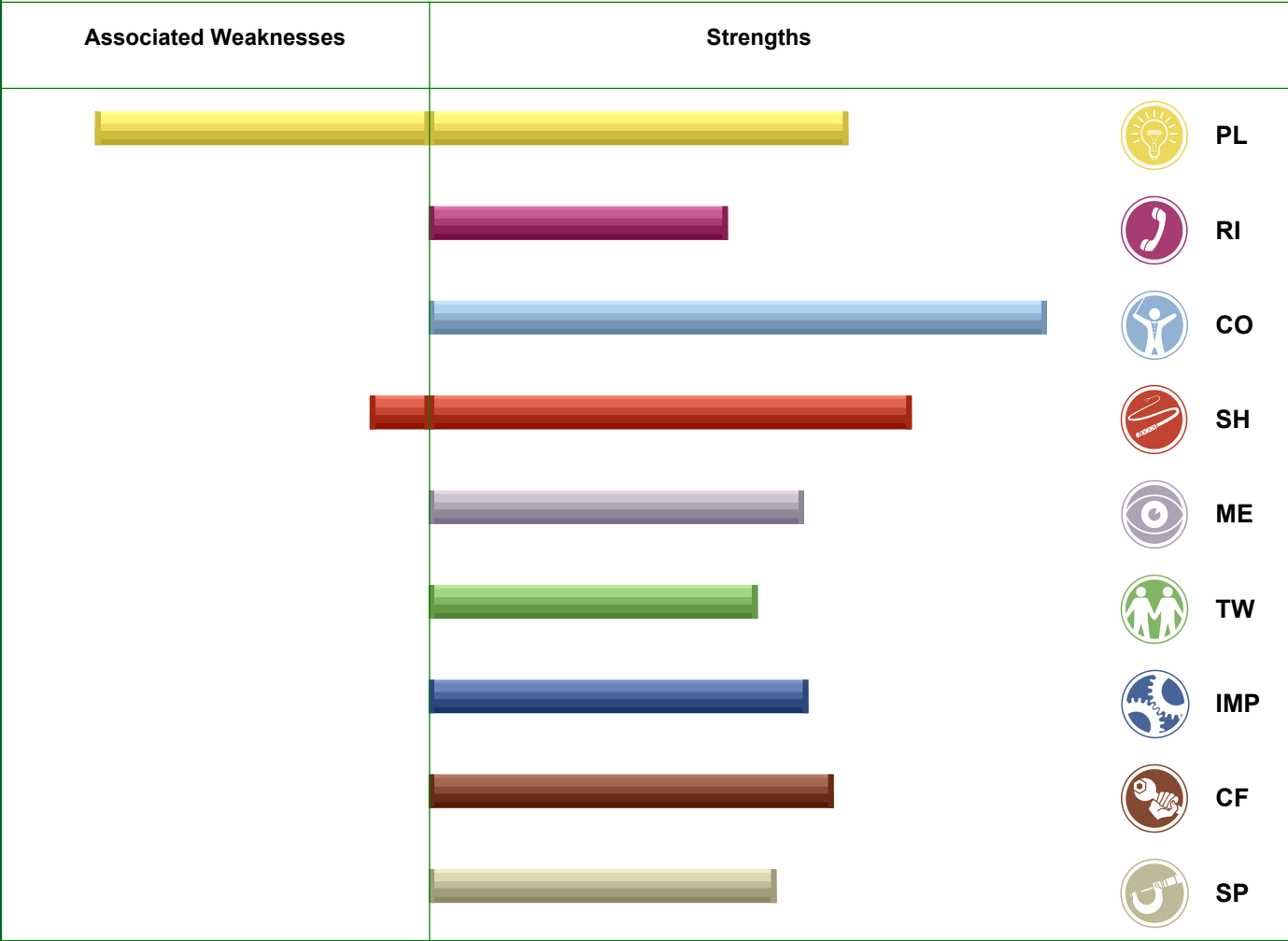On the other hand, Observers have indicated that he might be less suited to work where:

- adherence to procedures is vital
- keeping track of things is important

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Dave Blue

Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.

Associated Weaknesses	Strengths	
		PL
		RI
		CO
		SH
		ME
		TW
		IMP
		CF
		SP

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Dave Blue

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

disciplined	5	perfectionist	0
hard-driving	4	shrewd	0
broad in outlook	4	*territorial*	0
caring	4	studious	0
keen to impart expertise	4	*sceptical*	0
eccentric	3	*restricted in outlook*	0
absent-minded	3	*over-talkative*	0
encouraging of others	3	*over-sensitive*	0
diplomatic	3	outspoken	0
analytical	3	*manipulative*	0
efficient	3	*inflexible*	0
conscious of priorities	3	*inconsistent*	0
accurate	3	*frightened of failure*	0
free-thinking	3	persevering	0
corrects errors	3	self-reliant	0
enterprising	2	realistic	0
impartial	2	perceptive	0
helpful	2	practical	0
consultative	2	*resistant to change*	0
logical	2	*reluctant to allocate work*	0
methodical	2	persuasive	0
inventive	1	*over-delegating*	0
creative	1	*oblivious*	0
imaginative	1	*impulsive*	0
motivated by learning	1	*fussy*	0
challenging	1	*fearful of conflict*	0
confrontational	1	willing to adapt	0
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confident and relaxed	1	*pushy*	0
competitive	1	*procrastinating*	0
dedicated to subject	1	*engrossed in own area*	0
original	0	*uninvolved with specifics*	0
tough	0	*indecisive*	0
seizes opportunities	0	*impatient*	0

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Dave Blue

Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style
1	**2**	**3**	**4**	
PL	CO			**Piloting** **"**I relish taking responsibility for promoting new approaches.**"**
PL		SH		**Pushing for Change** **"**I like to offer new ideas and directions.**"**
PL			CF	**Improving** **"**I like to produce new and better standards.**"**
	CO	SH		**Controlling** **"**I like taking overall responsibility for ensuring collective goals are met.**"**

Glossary of Terms

Self-Perception Inventory (SPI)
The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

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Percentiles
A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

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Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role
A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped
Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.

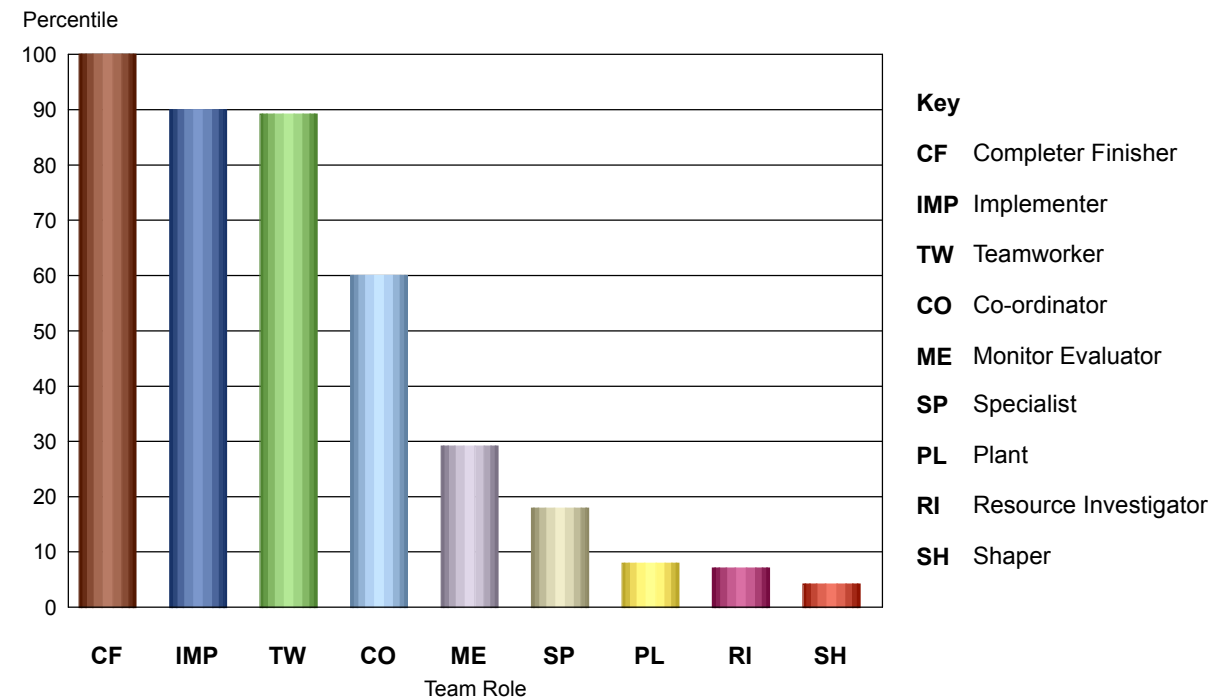# Belbin Team Role Report for

Jill Purple

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
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Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

BELBIN®

Jill Purple

Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key

CF Completer Finisher

IMP Implementer

TW Teamworker

CO Co-ordinator

ME Monitor Evaluator

SP Specialist

PL Plant

RI Resource Investigator

SH Shaper

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Jill Purple

Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Jill Purple's Self-Perception	CF	TW	IMP	CO	PL	RI	SP	ME	SH
Observers:									
Jo Pink	IMP	CF	CO	TW	PL	RI	SH	ME	SP
Debs Orange	CO	CF	TW	IMP	ME	PL	RI	SH	SP
Dave Blue	CF	IMP	TW	ME	CO	SP	PL	RI	SH
Peter Green	CF	TW	IMP	ME	SP	PL	RI	SH	CO
Observers' Overall Views	CF	IMP	TW	CO	ME	SP	PL	RI	SH
Your Overall Team Role Composition	**CF**	**IMP**	**TW**	**CO**	**ME**	**SP**	**PL**	**RI**	**SH**

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Jill Purple

Comparing Self and Observer Perceptions

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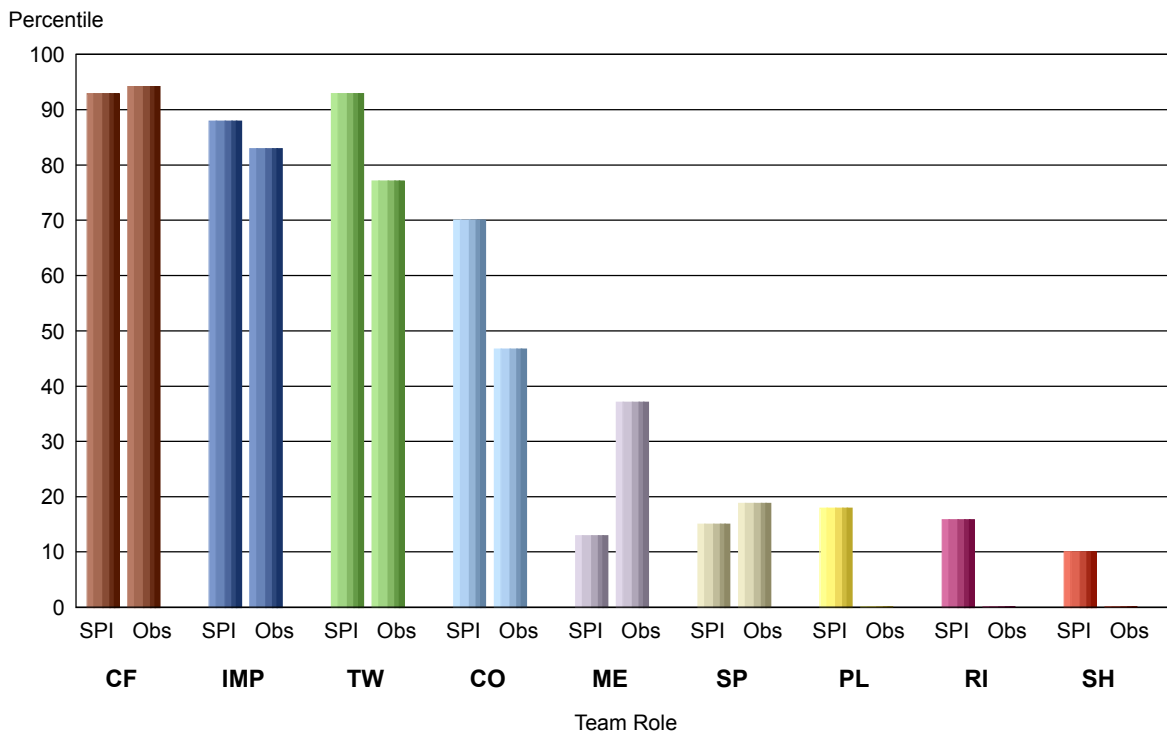
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
CF	Completer Finisher	93	94
IMP	Implementer	88	83
TW	Teamworker	93	77
CO	Co-ordinator	70	46
ME	Monitor Evaluator	13	37
SP	Specialist	15	19
PL	Plant	18	0
RI	Resource Investigator	16	0
SH	Shaper	10	0

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Jill Purple

Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
		X									Plant
		X									Resource Investigator
							X				Co-ordinator
	X										Shaper
	X										Monitor Evaluator
									X		Teamworker
								X			Implementer
									X		Completer Finisher
		X									Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

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Jill Purple

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

You are most likely to have made your mark as someone with a well-developed sense of task orientation who takes duties and responsibilities seriously. This may not be a high-profile role to choose, but it is one that will come to be greatly appreciated by others in due course. Your contribution is likely to be central to the work of the organisation and you should aim to sustain that. As a productive worker, you are indispensable.

Inevitably, there is some risk that in applying yourself to immediate issues, you could be in danger of closing yourself off to future opportunities which could prove advantageous. Rather than taking up an unduly conservative position, try to remain open to new possibilities whilst keeping your pragmatic line when assessing the viability of any new venture. This will help to ensure that any commitment you finally make is always considered.

As a manager, you are likely to work best with someone who shares your focus on accomplishing tasks and is willing to be adaptable in the interests of getting things done. As you are self-sufficient, you may be inclined to take on work yourself, rather than delegate. Ensure that you delegate enough so that those you manage are given adequate responsibilities.

There are two types of manager with whom you yourself are likely to establish a successful working relationship: one is a hard-driving individual who sets high standards and appreciates efficiency; the other is a creative thinker who has difficulty in coping with practical issues and needs the support of an organiser. You are more likely to encounter problems with colleagues and managers who have their own definite ideas on how things should be arranged and wish to supervise exactly what you are doing. It is likely that you require clear-cut goals and responsibilities. Bear these preferences in mind when considering the sort of work that will yield you greatest job satisfaction.

Your working style should be one of getting things done efficiently and accurately.

You also seem to have a propensity for taking an interest in, and caring for, others. Focus on cultivating a good atmosphere in the team by developing good relationships with others and offer to take on work which seems to have fallen through the gaps. Your efforts should earn you not only popularity but also a reputation as a considerate, diplomatic individual who can be relied upon to keep things running smoothly.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of someone who obtains results by driving others forward. If you can work in harmony with someone who has these complementary qualities, your performance is likely to improve.

BELBIN®

Jill Purple

Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You are likely to:

- be suited to structured work which requires both productivity and precision.
- be very precise, demanding and achieving high standards in your work.
- work best in a well-structured environment which is not subject to frequent change.
- be able to adapt to others and relied upon to do what needs to be done.

Possible Weaknesses

You may:

- be inclined to allow feelings to influence judgement.
- be uncomfortable when having to deal with conflict.
- tend not to invest time in solving strategic problems.
- be uninterested in analyzing a subject in-depth and weighing up the evidence.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Completer Finisher role to better effect, aspire to produce polished work and to promote your image as someone who gets the details right.

To play your Teamworker role to better effect, be sensitive to the circumstances of individual team members – especially where personal difficulties and conflicts could arise – and be ready to offer your support when required.

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Jill Purple

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

It is important to establish whether Jill Purple can work well under pressure and how she copes with meeting deadlines.

Work Environment

Jill is likely to have an affinity for methodical or routine work, so ensure that this kind of work is available for her. In order for Jill to feel comfortable, the structure of the role in principle and its terms of reference need to be clearly spelled out to avoid any uncertainties.

Others have observed that Jill might be best suited to:

- a job where looking after others is highly valued
- providing support for clients or colleagues as required
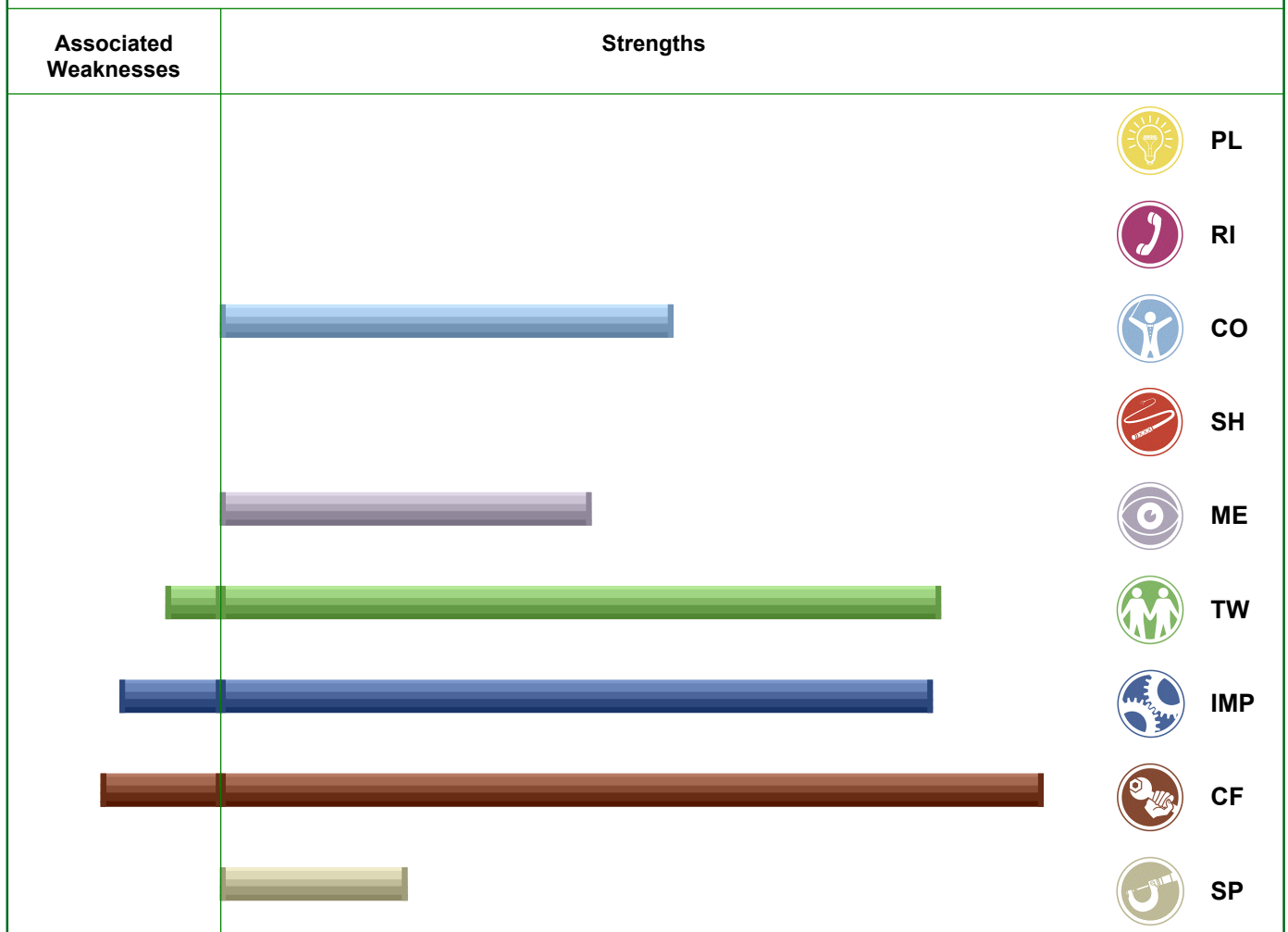- very precise and detailed work

On the other hand, observers did not reach consensus about the kinds of work to which Jill is less suited.

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Jill Purple

Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.

Associated Weaknesses	Strengths
	PL
	RI
	CO
	SH
	ME
	TW
	IMP
	CF
	SP

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Jill Purple

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

caring	7	impartial	0
helpful	5	challenging	0
accurate	5	*territorial*	0
reliable	5	*sceptical*	0
perfectionist	4	*restricted in outlook*	0
efficient	4	*over-talkative*	0
methodical	4	outspoken	0
confident and relaxed	4	*manipulative*	0
corrects errors	4	*inconsistent*	0
meticulous	3	*eccentric*	0
consultative	3	*confrontational*	0
logical	3	*absent-minded*	0
studious	2	persevering	0
realistic	2	inquisitive	0
disciplined	2	encouraging of others	0
perceptive	2	outgoing	0
practical	2	analytical	0
resistant to change	2	persuasive	0
over-sensitive	1	*over-delegating*	0
inflexible	1	*oblivious*	0
frightened of failure	1	*impulsive*	0
self-reliant	1	*fussy*	0
broad in outlook	1	*fearful of conflict*	0
diplomatic	1	free-thinking	0
conscious of priorities	1	competitive	0
reluctant to allocate work	1	willing to adapt	0
original	0	dedicated to subject	0
inventive	0	*unenthusiastic*	0
creative	0	*unadventurous*	0
imaginative	0	*pushy*	0
tough	0	*procrastinating*	0
seizes opportunities	0	*engrossed in own area*	0
enterprising	0	keen to impart expertise	0
motivated by learning	0	*uninvolved with specifics*	0
shrewd	0	*indecisive*	0
hard-driving	0	*impatient*	0

BELBIN®

Jill Purple

Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style

1	2	3	4	
CF	IMP			**Deploying Quality Processes** **"**I am at my most effective when I can improve procedures as I apply them.**"**
CF		TW		**Assisting** **"**I am most appreciated for the way I can achieve high standards when working with others.**"**
CF			CO	**Checking Progress** **"**I like to ensure high standards are maintained by the whole group.**"**
	IMP	TW		**Meeting Requirements** **"**I make a point of trying to adapt to the needs of people and the organisation.**"**

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

Glossary of Terms

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

Observer Assessment (OA)

The Observer Assessment is the questionnaire completed by people who know the Self-Perception candidate well. We recommend that observers are chosen from among those who have worked with the individual closely and recently and within the same context (e.g. within the same team), since Team Role behaviours can change over time and in different situations, offering advice on managing this.

Team Role Strength

These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness

This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular Team Role well and their strengths outweigh their weaknesses in the role, it is called an "Allowable weakness". Weaknesses become "non-allowable" if taken to extreme or if the associated Team Role strength is not displayed.

Percentiles

A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

Percentages

Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role

A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped

Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.

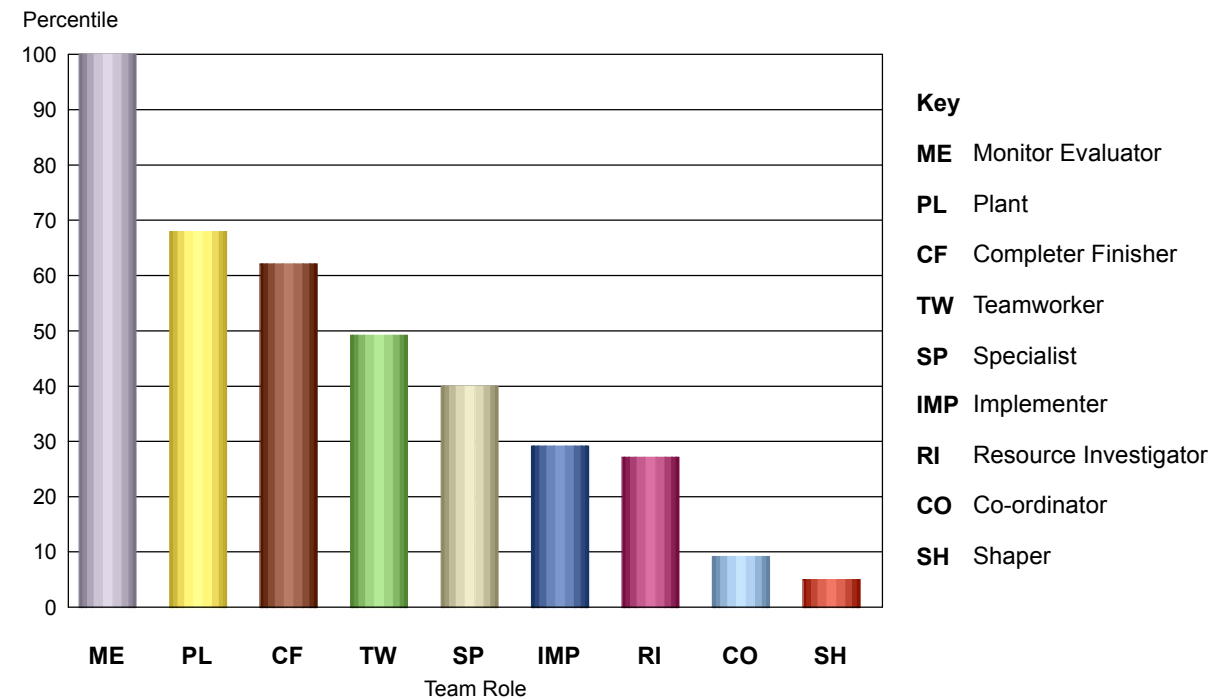# Belbin Team Role Report for

Stuart Brown

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
Plant		Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator		Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker		Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Stuart Brown

Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.

Percentile

Key

ME	Monitor Evaluator
PL	Plant
CF	Completer Finisher
TW	Teamworker
SP	Specialist
IMP	Implementer
RI	Resource Investigator
CO	Co-ordinator
SH	Shaper

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Stuart Brown

Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Stuart Brown's Self-Perception	ME	PL	CF	TW	RI	IMP	SP	SH	CO
Observers:									
Jo Pink	ME	CF	IMP	SP	TW	PL	RI	SH	CO
Jill Purple	ME	SP	PL	TW	CF	CO	RI	SH	IMP
Peter Green	ME	TW	PL	SP	IMP	RI	CO	CF	SH
Debs Orange	ME	PL	CF	RI	CO	SH	SP	IMP	TW
Observers' Overall Views	ME	PL	CF	SP	TW	IMP	RI	CO	SH
Your Overall Team Role Composition	**ME**	**PL**	**CF**	**TW**	**SP**	**IMP**	**RI**	**CO**	**SH**

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

This report is based on your Self-Perception plus 4 Observer Assessments.
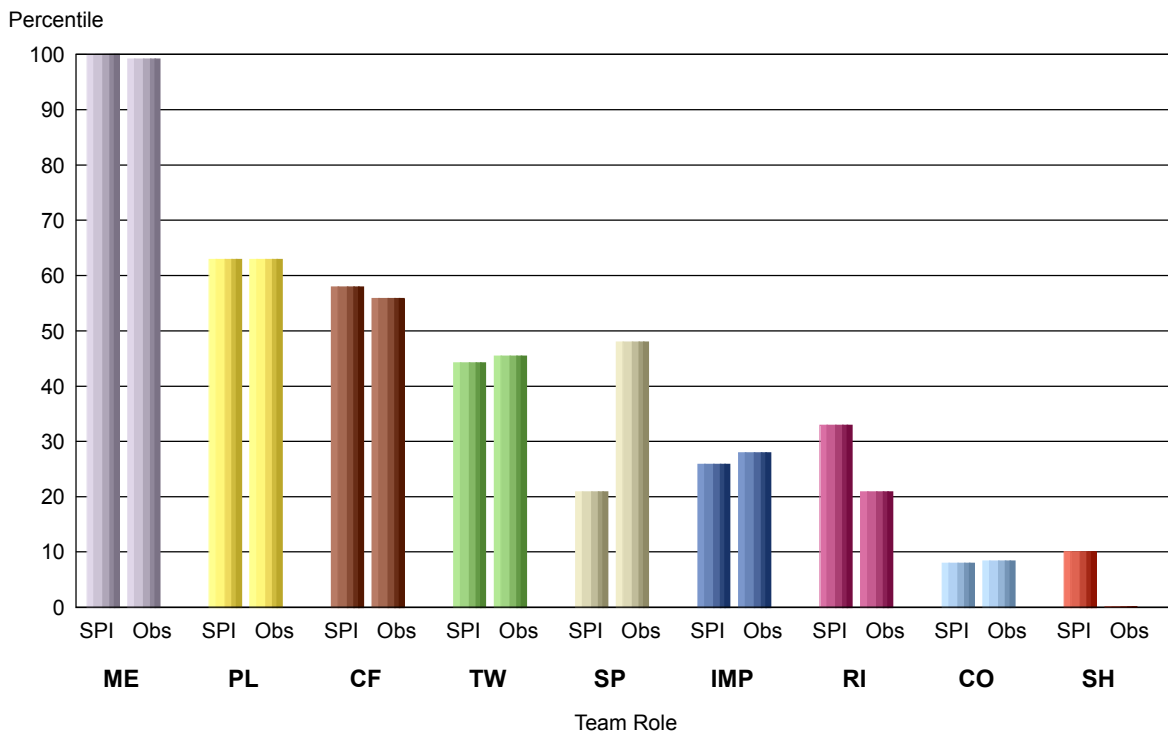
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
ME	Monitor Evaluator	100	99
PL	Plant	63	63
CF	Completer Finisher	58	56
TW	Teamworker	44	46
SP	Specialist	21	48
IMP	Implementer	26	28
RI	Resource Investigator	33	21
CO	Co-ordinator	8	8
SH	Shaper	10	0

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Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	.	.	X	.	.	.	.	Plant
.	.	.	X	.	.	.	.	.	.	.	Resource Investigator
.	X	.	.	.	.	.	.	.	.	.	Co-ordinator
.	X	.	.	.	.	.	.	.	.	.	Shaper
.	.	.	.	.	.	.	.	.	.	X	Monitor Evaluator
.	.	.	.	X	.	.	.	.	.	.	Teamworker
.	.	.	X	.	.	.	.	.	.	.	Implementer
.	.	.	.	.	.	X	.	.	.	.	Completer Finisher
.	.	X	.	.	.	.	.	.	.	.	Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

Stuart Brown

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

You are primarily a thinker – someone who likes to mull things over and arrive at a logical, well-considered judgement. Your reputation is likely to be founded on your ability to "get things right": take all elements of a problem into consideration and reach the right decisions.

However, you may find it difficult to think on your feet and therefore risk being seen as "all thought and no action". It is important that you are not jostled or pressurised into making decisions. Do not apologise for the way you go about things, but instead justify it by emphasising to others that adequate thinking and preparation yields successful results. It is important to let others know what they can expect from your approach. At the same time, avoid setting your own style as a standard for all by expressing appreciation of those who display talents different – even opposite – to your own.

You need to be in a job where you can use analytical thought to advantage and where long-term results count. However, to develop yourself further and in order to be adequately prepared, you may need to draw on a wider range of secondary roles.

As a manager, you will be appreciated most for your well-considered opinions that are better directed towards strategic rather than operational issues. Remember to stay positive when giving feedback and appraisals to those reporting to you.

As a colleague, you will be valued for any helpful comments you can offer, but wait to be asked rather than offering criticisms when your advice has not been sought. In the meantime, try to develop other behaviours which are helpful to the team. Remember – versatility is one of the keys to effective teamwork.

In terms of a working style, project yourself as the impartial judge who is adept at making the right decision.

You seem to have some sparks of creativity and originality which may need coaxing into the limelight. When faced with a challenge, take the opportunity to move apart from the team's thinking and discussions and allow yourself to approach the problem from a fresh perspective. When coming up with solutions, allow others to evaluate them. In this way, you can begin to establish yourself as someone who is capable of original thinking but who is not carried away by his own ideas.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of someone who obtains results by driving others forward. If you can work in harmony with someone who has these complementary qualities, your performance is likely to improve.

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Stuart Brown

Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You are likely to:

- be drawn to work that requires both lateral thinking and careful analysis.
- think before acting, with a discriminating mind which is well suited to strategic planning.

Possible Weaknesses

You may:

- find it difficult to adapt to quickly-changing events.
- be reluctant to organize and challenge others.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Monitor Evaluator role to better effect, practise thinking about a problem and its implications from all possible angles. If you can show that your thought processes are not unduly influenced by majority viewpoints and the working culture around you, your analytical skills may come to be highly valued.

To play your Plant role to better effect, make a reputation for yourself as someone who is capable of starting from scratch. Where others might be afraid of a blank page, promote the importance of allowing yourself time and scope to create something truly original.

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Stuart Brown

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

Find out whether Stuart Brown possesses the determination to make things happen. Ask Stuart about his approach to working under pressure, with a view to establishing whether he is aware of the importance of meeting deadlines as well as making the right decisions.

Work Environment

Stuart may be a good person to have in a "think tank", if he can work with a practical ally. Evaluate Stuart on the basis of his problem-solving abilities, but do not call upon him to evaluate his own ideas as this could compromise his objectivity. He could be steered towards a job involving long-term planning and requiring a sense of vision.

Others have observed that Stuart might be best suited to:

- making sound judgements on business matters
- studying to gain the knowledge the team requires
- work where awareness of others' needs and feelings is important

On the other hand, observers did not reach consensus about the kinds of work to which Stuart is less suited.

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Stuart Brown

Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.

Associated Weaknesses	Strengths	
		PL
		RI
		CO
		SH
		ME
		TW
		IMP
		CF
		SP

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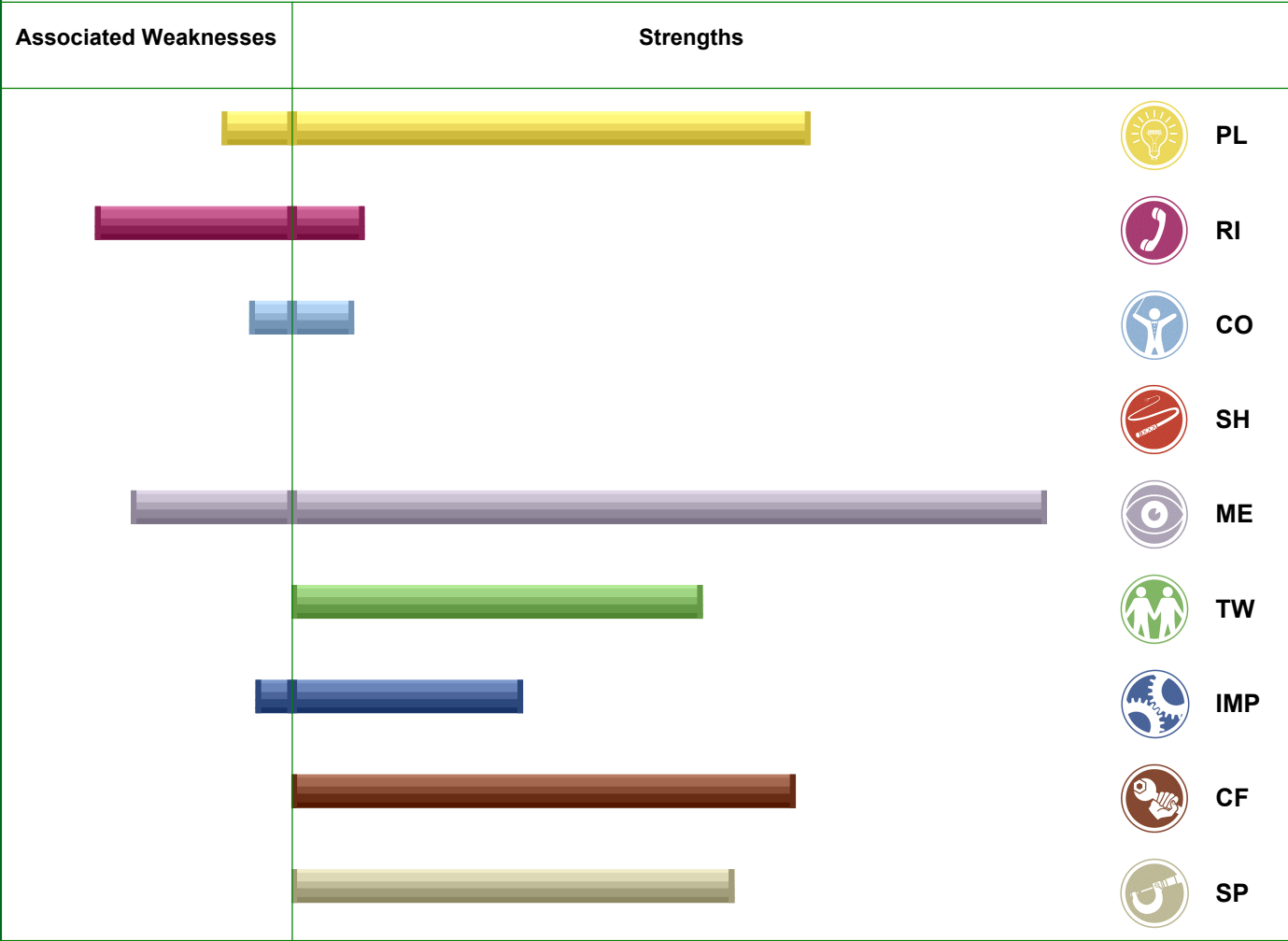
Stuart Brown

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

shrewd	6	motivated by learning	0
studious	4	hard-driving	0
perceptive	4	challenging	0
logical	4	*territorial*	0
realistic	3	*restricted in outlook*	0
analytical	3	*over-talkative*	0
keen to impart expertise	3	*over-sensitive*	0
creative	2	outspoken	0
perfectionist	2	*manipulative*	0
sceptical	2	*inflexible*	0
helpful	2	*frightened of failure*	0
diplomatic	2	*eccentric*	0
efficient	2	*confrontational*	0
accurate	2	self-reliant	0
free-thinking	2	encouraging of others	0
reliable	2	meticulous	0
unenthusiastic	2	outgoing	0
corrects errors	2	disciplined	0
original	1	conscious of priorities	0
imaginative	1	methodical	0
impartial	1	*resistant to change*	0
inconsistent	1	*reluctant to allocate work*	0
absent-minded	1	persuasive	0
persevering	1	*oblivious*	0
inquisitive	1	*fussy*	0
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inventive	0	*engrossed in own area*	0
tough	0	*uninvolved with specifics*	0
seizes opportunities	0	*indecisive*	0
enterprising	0	*impatient*	0

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Stuart Brown

Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style
1	2	3	4	

| | | | | **Rational Creativity** |
| ME | PL | | | **"**I like to ensure the ideas I offer are appropriate for the situation.**"** |

| | | | | **Correcting** |
| ME | | CF | | **"**I believe I have a talent for anticipating and correcting mistakes and omissions.**"** |

| | | | | **Observing** |
| ME | | | TW | **"**I am able to give consideration to others' views whilst remaining impartial.**"** |

| | | | | **Improving** |
| | PL | CF | | **"**I like to produce new and better standards.**"** |

Glossary of Terms

Self-Perception Inventory (SPI)
The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

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The Observer Assessment is the questionnaire completed by people who know the Self-Perception candidate well. We recommend that observers are chosen from among those who have worked with the individual closely and recently and within the same context (e.g. within the same team), since Team Role behaviours can change over time and in different situations, offering advice on managing this.

Team Role Strength
These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness
This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular Team Role well and their strengths outweigh their weaknesses in the role, it is called an "Allowable weakness". Weaknesses become "non-allowable" if taken to extreme or if the associated Team Role strength is not displayed.

Percentiles
A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

Percentages
Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role
A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped
Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.

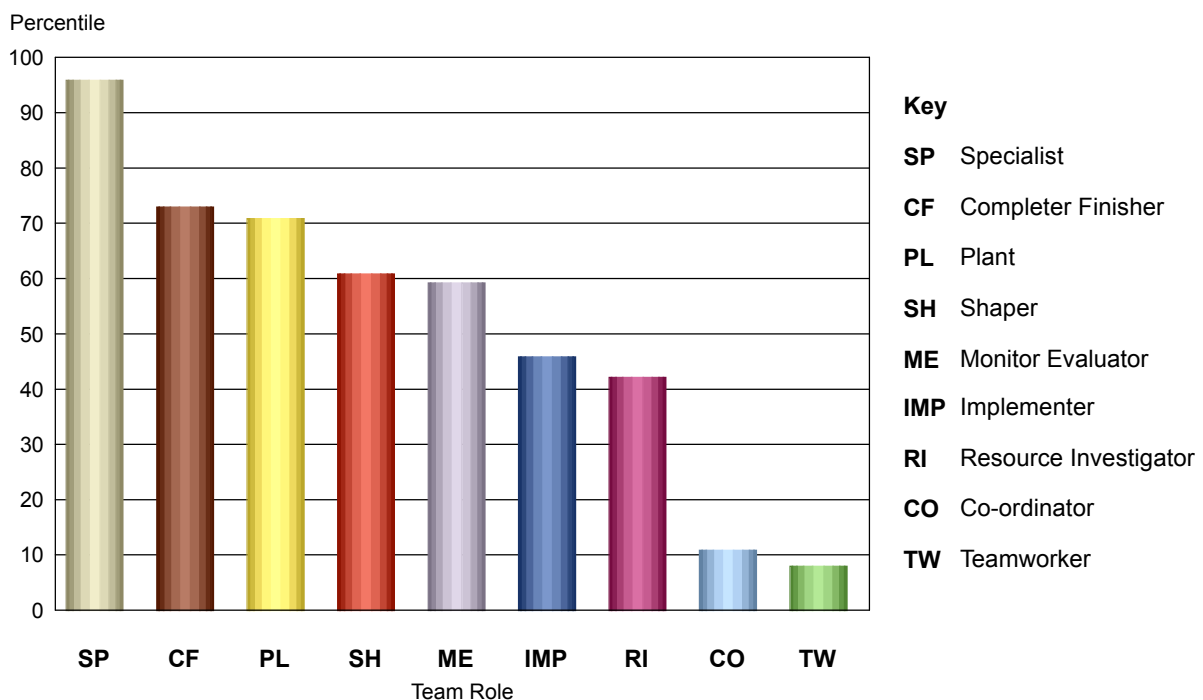# Belbin Team Role Report for

Victoria Yellow

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Team Role Summary Descriptions

Team Role		Contribution	Allowable Weaknesses
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Co-ordinator		Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper		Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator		Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
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Implementer		Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher		Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist		Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Victoria Yellow

Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.

Percentile

Key

SP	Specialist
CF	Completer Finisher
PL	Plant
SH	Shaper
ME	Monitor Evaluator
IMP	Implementer
RI	Resource Investigator
CO	Co-ordinator
TW	Teamworker

The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

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Victoria Yellow

Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Victoria Yellow's Self-Perception	SP	CF	IMP	ME	PL	SH	CO	RI	TW
Observers:									
Dave Blue	SP	ME	RI	PL	SH	CF	IMP	CO	TW
Stuart Brown	SP	PL	ME	SH	RI	CF	IMP	CO	TW
Jill Purple	SP	PL	SH	RI	IMP	CF	TW	ME	CO
Jo Pink	SP	CF	PL	SH	RI	ME	IMP	CO	TW
Observers' Overall Views	SP	PL	SH	RI	ME	CF	IMP	TW	CO

Your Overall Team Role Composition	**SP**	**CF**	**PL**	**SH**	**ME**	**IMP**	**RI**	**CO**	**TW**

While there is general agreement between your own views and those of your observers as to your Team Role strengths, there are also some discrepancies. If you feel strongly that you have more to offer in the Team Roles you have identified, it is up to you to declare your preferences in these areas.

This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.

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Victoria Yellow

Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

This report is based on your Self-Perception plus 4 Observer Assessments.
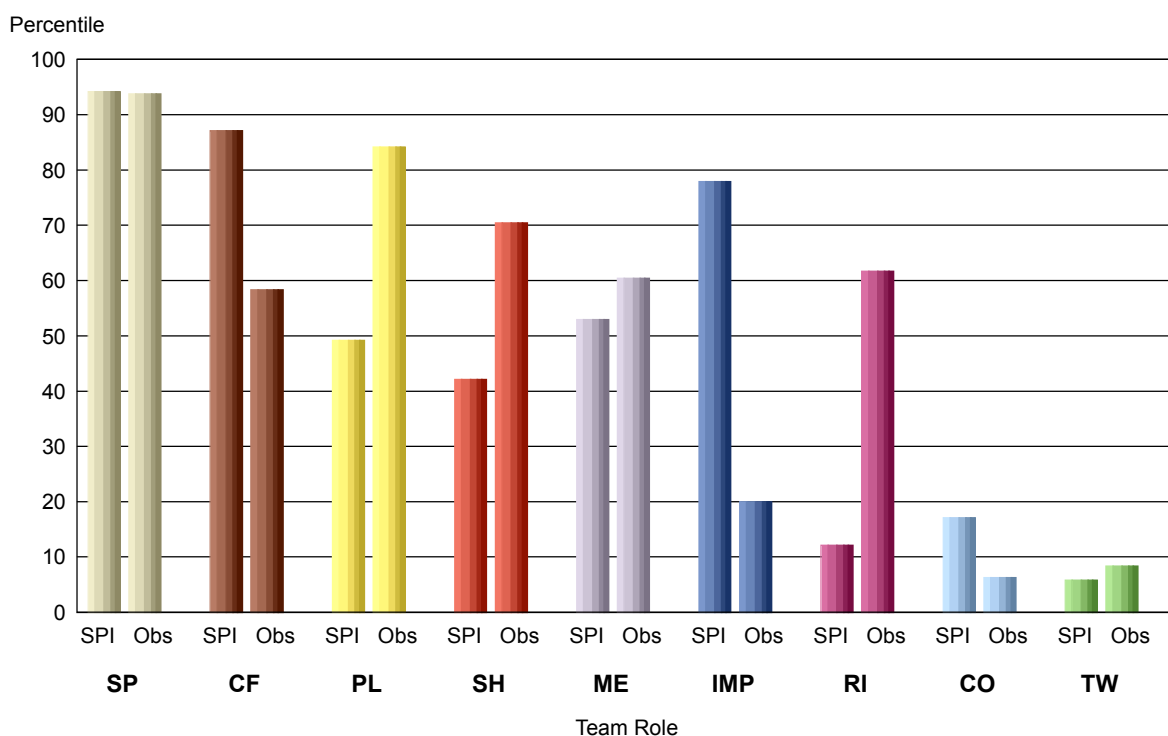
Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
SP	Specialist	94	94
CF	Completer Finisher	87	58
PL	Plant	49	84
SH	Shaper	42	70
ME	Monitor Evaluator	53	60
IMP	Implementer	78	20
RI	Resource Investigator	12	62
CO	Co-ordinator	17	6
TW	Teamworker	6	8

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Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles	
0	10	20	30	40	50	60	70	80	90	100		
.	.	.	.	.	**X**	.	.	.	.	.		**Plant**
.	**X**	.	.	.	.	.	.	.	.	.		**Resource Investigator**
.	.	**X**	.	.	.	.	.	.	.	.		**Co-ordinator**
.	.	.	.	**X**	.	.	.	.	.	.		**Shaper**
.	.	.	.	.	**X**	.	.	.	.	.		**Monitor Evaluator**
.	**X**	.	.	.	.	.	.	.	.	.		**Teamworker**
.	.	.	.	.	.	.	.	**X**	.	.		**Implementer**
.	.	.	.	.	.	.	.	**X**	.	.		**Completer Finisher**
.	.	.	.	.	.	.	.	.	**X**	.		**Specialist**

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

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Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

You seem to be willing to commit yourself to a particular subject or area of interest and devote the necessary time to exploring it in-depth. For you, the route to success will be to immerse yourself in what you know well and to establish your reputation as a subject expert. This dedication will allow you to become a fount of knowledge in your own field of expertise. If you can harness your love of learning on several different topics without compromising the depth of your understanding, your value to the organisation will increase further.

While the subject you are working on fascinates and motivates you, remember also to take an interest in the work of others. Ensure that you present what you have learned in a way that they will understand and do not provide more information than is necessary, as this may frustrate or confuse others.

You are likely to manage others by imparting to them the skills they need, whilst remaining a source of information to whom they can refer when required. In order to be really effective as a manager, you will need to couple your mastery of specifics with an ability to take account of wider strategic goals.

As a colleague, you are likely to be appreciated for what you know or are willing to learn. To make your mark, ensure that you keep your knowledge up-to-date and check that your learning is relevant to the needs of the organisation, rather than just learning for its own sake.

Remember that versatility is the key to teamwork, so if you can widen your roles in your dealings with others, you will increase your value to the team and organisation.

You appear to have an affinity for accuracy and maintaining high standards. To enhance your performance, try taking on tasks such as proofreading or checking the final figures, which will help you to sharpen your attention to detail further. The more you show yourself to be someone capable of picking up on errors which could otherwise cause embarrassment, the more valuable you will become to the team.

On a final note, you need to take account of the role for which you are least suited. You do not appear to fit comfortably into a supportive role. You may therefore need to give special attention to helping others and enabling the team to run smoothly when the occasion calls for it.

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Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You are likely to:

- find it easier to operate in a solo role rather than having to rely on the input of others.
- prefer to work in a professional field where experience and ability counts for more than people management.
- perform best when given freedom to use your expertise to creative advantage.
- be keen to immerse yourself totally in a defined subject area.

Possible Weaknesses

You may:

- have a tendency to neglect the bigger picture.
- not prioritise helping others achieve their work goals.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Specialist role to better effect, make the most of your ability and desire to soak up new information by seeking training and even setting aside time for self-teaching to keep current in your subject area. Ensure that you are learning what is most relevant, keeping your own objectives in line with those of the team.

To play your Completer Finisher role to better effect, strive for the highest possible standards of accuracy and lead by example, finding a subtle way of communicating the importance of this quality to others so that high standards become the norm.

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Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

Ask Victoria Yellow whether she identifies her working style as different to those of others. Aim to reach a view on whether Victoria would fit well into a project team or whether she would be better given scope to work on her own.

Work Environment

Victoria is ideally suited to work refining and making improvements. Ideally, Victoria should report to a person who shares knowledge of her subject area and who will appreciate the importance of such improvements. If any major changes are contemplated in the terms of reference of the job, provide Victoria with an overview of these changes, but allow her to attend to the subject matter and the detail.

Others have observed that Victoria might be best suited to:

- work where high standards are critical
- studying to gain the knowledge the team requires
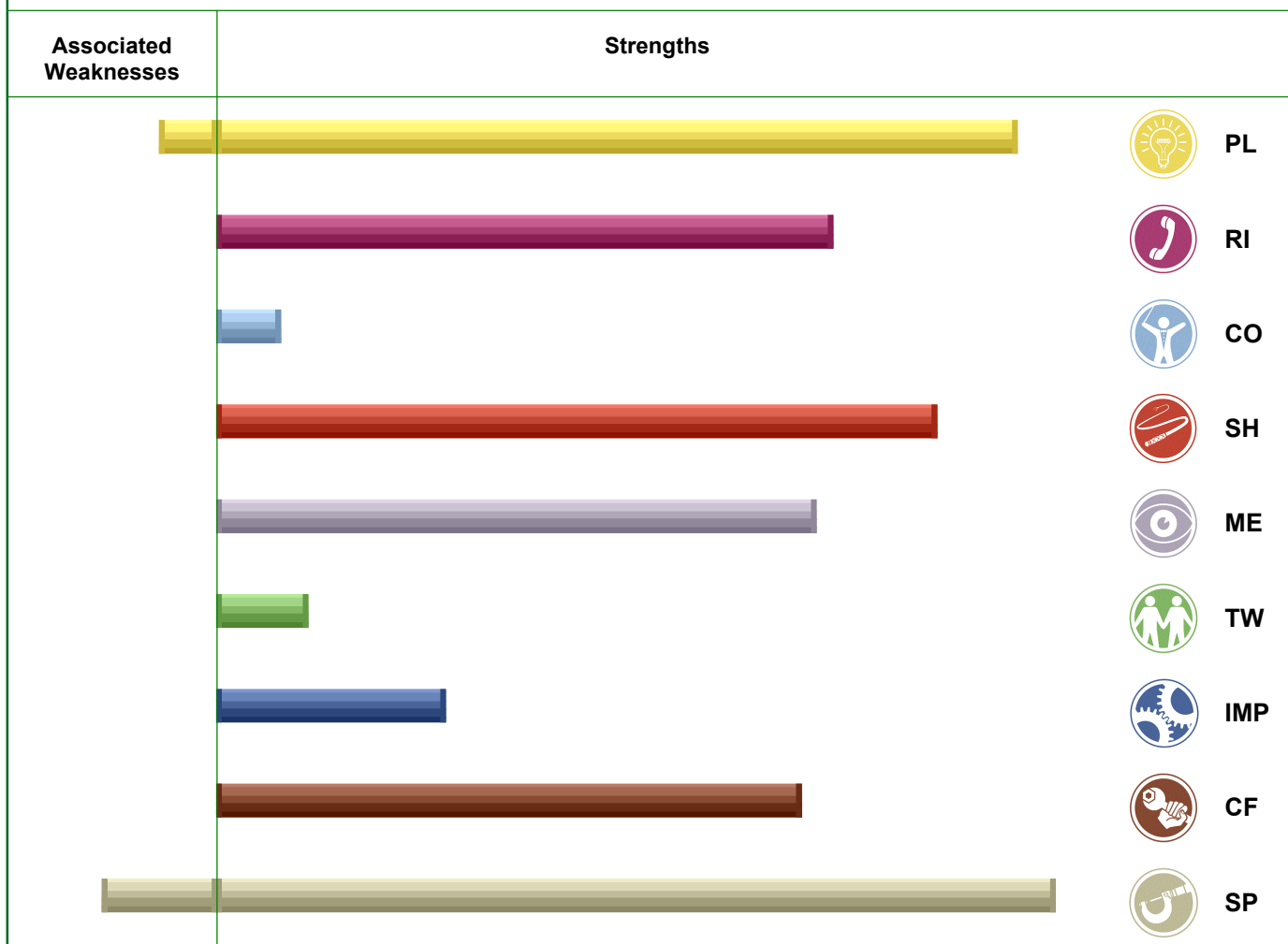- immersing herself in a particular subject area

On the other hand, observers did not reach consensus about the kinds of work to which Victoria is less suited.

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Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.

Associated Weaknesses	Strengths	
		PL
		RI
		CO
		SH
		ME
		TW
		IMP
		CF
		SP

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

perfectionist	5	efficient	1
studious	5	methodical	1
dedicated to subject	5	persuasive	1
imaginative	4	*oblivious*	1
self-reliant	4	tough	0
realistic	4	*sceptical*	0
competitive	4	*over-talkative*	0
motivated by learning	3	*over-sensitive*	0
hard-driving	3	*manipulative*	0
impartial	3	*inflexible*	0
challenging	3	*inconsistent*	0
inquisitive	3	*frightened of failure*	0
logical	3	*eccentric*	0
accurate	3	*confrontational*	0
keen to impart expertise	3	*absent-minded*	0
original	2	broad in outlook	0
creative	2	meticulous	0
seizes opportunities	2	consultative	0
territorial	2	analytical	0
outgoing	2	conscious of priorities	0
practical	2	*resistant to change*	0
free-thinking	2	*reluctant to allocate work*	0
confident and relaxed	2	*over-delegating*	0
reliable	2	*impulsive*	0
corrects errors	2	*fussy*	0
inventive	1	*fearful of conflict*	0
enterprising	1	caring	0
shrewd	1	willing to adapt	0
restricted in outlook	1	*unenthusiastic*	0
outspoken	1	*unadventurous*	0
persevering	1	*pushy*	0
helpful	1	*procrastinating*	0
encouraging of others	1	*engrossed in own area*	0
diplomatic	1	*uninvolved with specifics*	0
disciplined	1	*indecisive*	0
perceptive	1	*impatient*	0

SPI completed on 08-Feb-2016
Report printed on 27-Jun-2016

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Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style
1	**2**	**3**	**4**	
SP	CF			**Refining** **"**I use my meticulous approach and knowledge to perfect things.**"**
SP		PL		**Researching** **"**I find that study can often lead to new ideas.**"**
SP			SH	**Autonomous Working** **"**My determination and self-reliance are my strengths.**"**
	CF	PL		**Improving** **"**I like to produce new and better standards.**"**

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Glossary of Terms

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her Team Roles. The questionnaire consists of eight sections, with each section containing ten items. The individual is asked to allocate ten marks per section to those statements which best reflect his or her working styles.

Observer Assessment (OA)

The Observer Assessment is the questionnaire completed by people who know the Self-Perception candidate well. We recommend that observers are chosen from among those who have worked with the individual closely and recently and within the same context (e.g. within the same team), since Team Role behaviours can change over time and in different situations, offering advice on managing this.

Team Role Strength

These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness

This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular Team Role well and their strengths outweigh their weaknesses in the role, it is called an "Allowable weakness". Weaknesses become "non-allowable" if taken to extreme or if the associated Team Role strength is not displayed.

Percentiles

A percentile is a way of measuring your position in relation to others (the rest of the population). If a group of people take a test and receive scores, these can be distributed from highest to lowest and an individual's score can be judged in relation to the scores of others. If a person's score is in the 80th percentile, this indicates that 20% of people have scored more highly for this measure.

Percentages

Percentages represent a proportion of the whole. If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Strong example of a Team Role

A strong example is someone who appears to play a particular Team Role to especially good effect. To qualify as a strong example of a particular Team Role, someone needs to be in the 80th percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

Points Dropped

Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.