



# **Sample Working Relationship Reports Feb 2022**

Belbin Working Relationships Report

Belbin has identified nine different clusters of behaviour that are effective in enabling team progress. Each Team Role has strengths (the contribution made by playing that role) and weaknesses - behaviours which facilitate those strengths. Weaknesses are termed 'allowable' if the individual shows the corresponding strength, and if they do not detract from the contribution overall. It's usual to have a few preferred Team Roles, and to display both strengths and weaknesses for those roles.



## Resource Investigator

### Strengths:

Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.

### Associated Weaknesses:

Over-optimistic. Loses interest once initial enthusiasm has passed.



## Teamworker

### Strengths:

Co-operative, perceptive and diplomatic. Listens and averts friction.

### Associated Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



## Co-ordinator

### Strengths:

Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

### Associated Weaknesses:

Can be seen as manipulative. Offloads own share of the work.



## Plant

### Strengths:

Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

### Associated Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



## Monitor Evaluator

### Strengths:

Sober, strategic and discerning. Sees all options and judges accurately.

### Associated Weaknesses:

Lacks drive and ability to inspire others. Can be overly critical.



## Specialist

### Strengths:

Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.

### Associated Weaknesses:

Contributes only on a narrow front. Dwells on technicalities.



## Shaper

### Strengths:

Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

### Associated Weaknesses:

Prone to provocation. Offends people's feelings.



## Implementer

### Strengths:

Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.

### Associated Weaknesses:

Somewhat inflexible. Slow to respond to new possibilities.



## Completer Finisher

### Strengths:

Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

### Associated Weaknesses:

Inclined to worry unduly. Reluctant to delegate.

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## Based on Self-Perception and Observer Assessments

John Yellow is the manager of Jan Cobalt.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties since John Yellow will have to be careful to give Jan Cobalt enough room for independent thought and creativity. Jan Cobalt will succeed by offering a contribution that fits in with John Yellow's main goals and objectives.

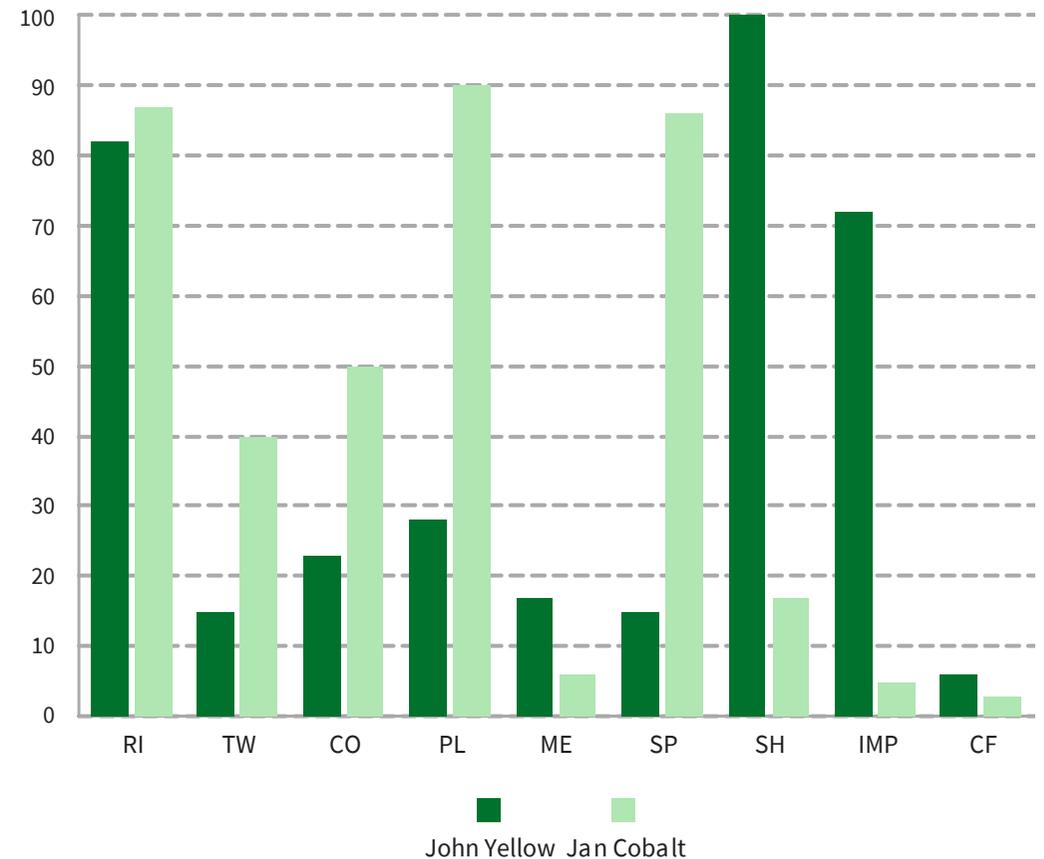
Looking at the second Team Roles, John Yellow and Jan Cobalt may get on well since both share a sociable, outgoing nature. They are likely to work best together where gaining contacts is a central focus of the work.

Some questions to consider:

- How similar are John Yellow and Jan Cobalt in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are John Yellow and Jan Cobalt primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, John Yellow and Jan Cobalt may have to decide how best to share Team Role responsibility between them.

● This report compares the Team Role combinations of two people to analyse how they might work together. The analysis focuses on comparing the first and second Team Roles of each person. Please note that large differences in personal calibre, or strongly held viewpoints, may override any forecasts based on Team Role chemistry.

### Percentile



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

## Based on Self-Perception and Observer Assessments

John Yellow is the manager of Lisa Black.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties since John Yellow will have to be careful to give Lisa Black enough room for independent thought and creativity. Lisa Black will succeed by offering a contribution that fits in with John Yellow's main goals and objectives.

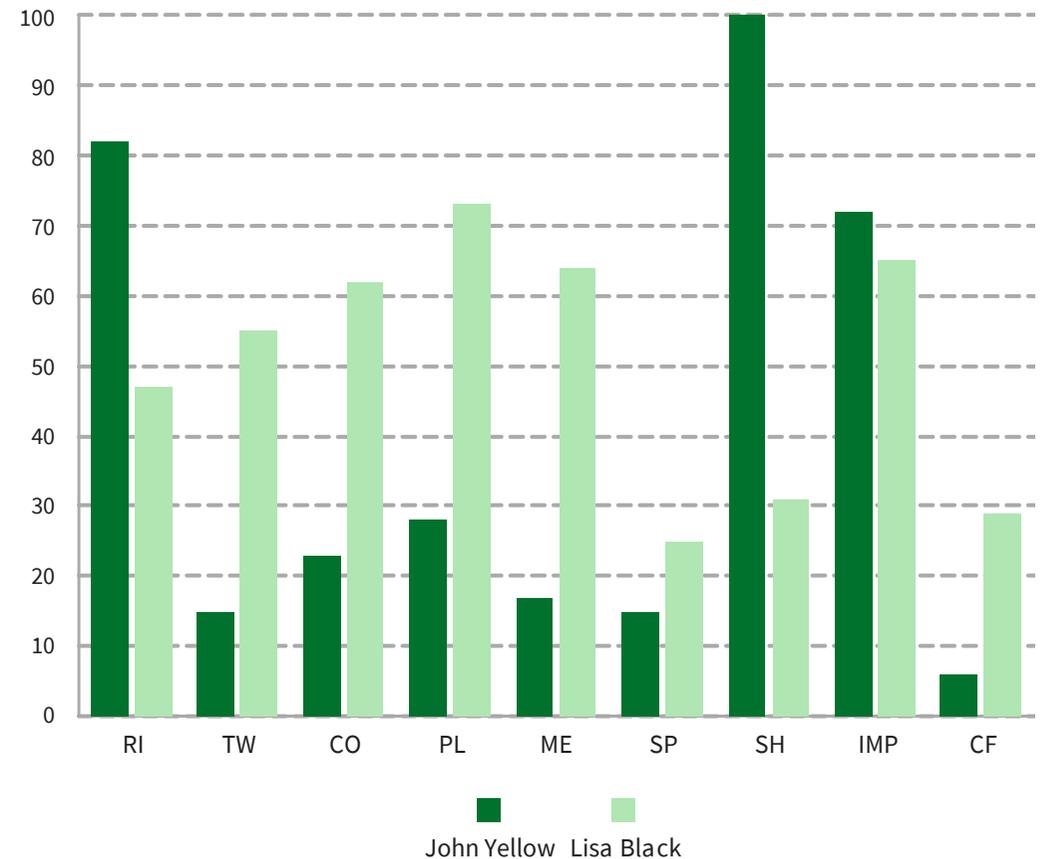
Looking at the second Team Roles, John Yellow and Lisa Black may get on well if John Yellow can find enough time to ensure that Lisa Black is well-informed and clear about what is required. Otherwise, Lisa Black may feel that John Yellow's range of activities will not result in any useful outcomes.

Some questions to consider:

- How similar are John Yellow and Lisa Black in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
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## Based on Self-Perception and Observer Assessments

John Yellow is the manager of Rob Teal.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful, especially in fast-moving situations. John Yellow can provide the discipline and pressure that Rob Teal needs, whilst Rob Teal can be quick thinking when required.

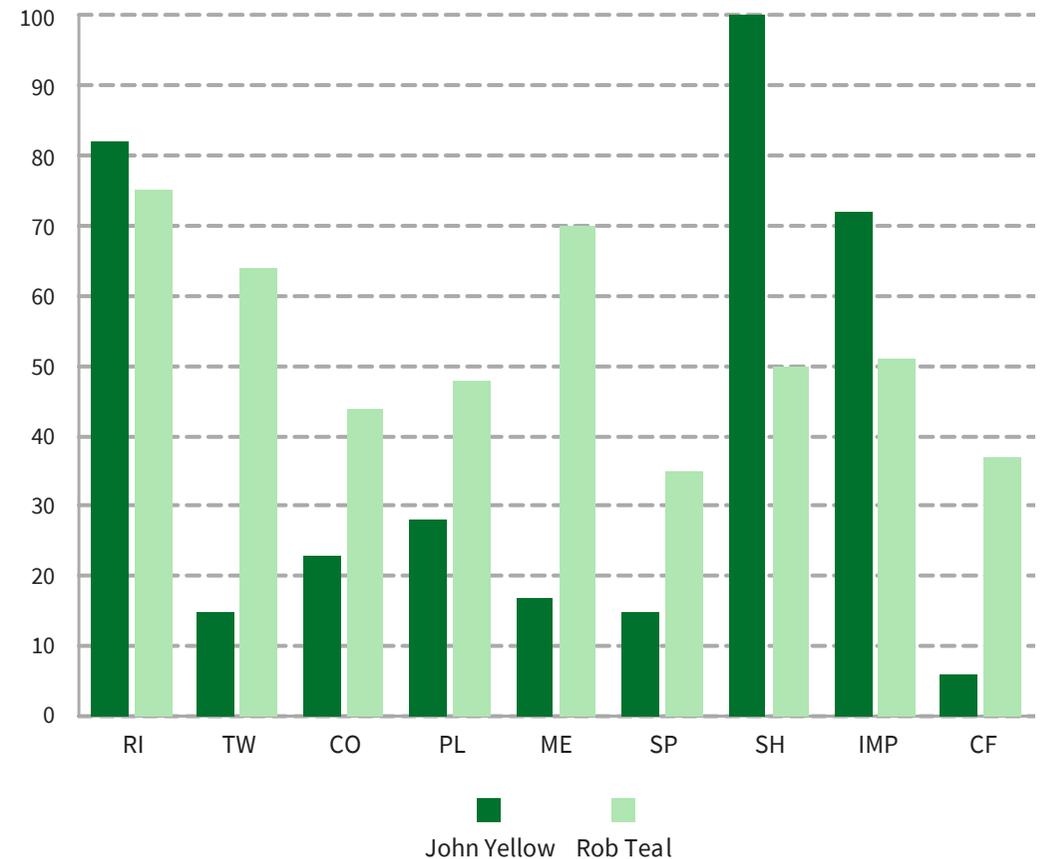
Looking at the second Team Roles, John Yellow and Rob Teal may get on well if John Yellow bounces ideas off Rob Teal and learns to take Rob Teal's advice. If this does not happen, John Yellow may see Rob Teal as too slow-moving and Rob Teal will see John Yellow as too superficial in approach.

Some questions to consider:

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## Based on Self-Perception and Observer Assessments

John Yellow is the manager of Jean-Paul Pink.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties since it can lead to clashes if the line of command is not properly structured or there are differing priorities. If both parties are fully engaged, they will be less susceptible to arguments or a power struggle.

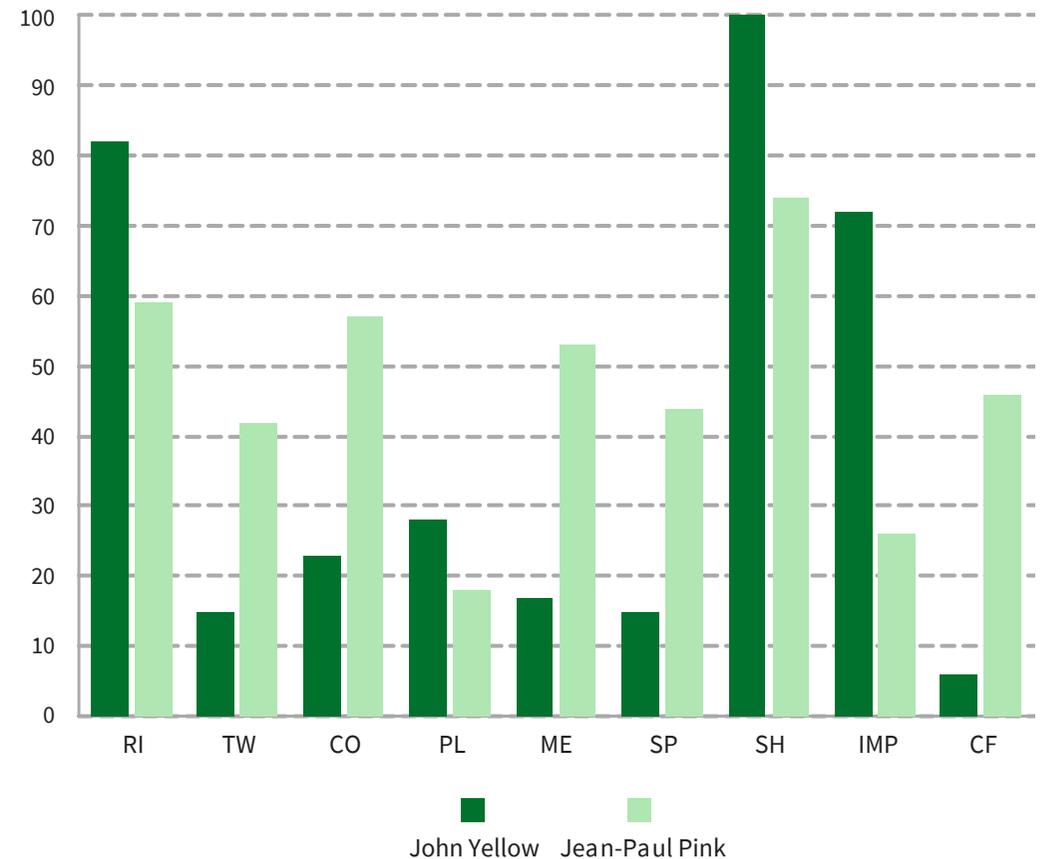
Looking at the second Team Roles, John Yellow and Jean-Paul Pink may get on well since both share a sociable, outgoing nature. They are likely to work best together where gaining contacts is a central focus of the work.

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## Based on Self-Perception and Observer Assessments

Jan Cobalt and Lisa Black are colleagues.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties owing to a potential conflict of ideas and a tendency to be competitive on an intellectual basis. Each may interrupt the path of progress until the other gives way.

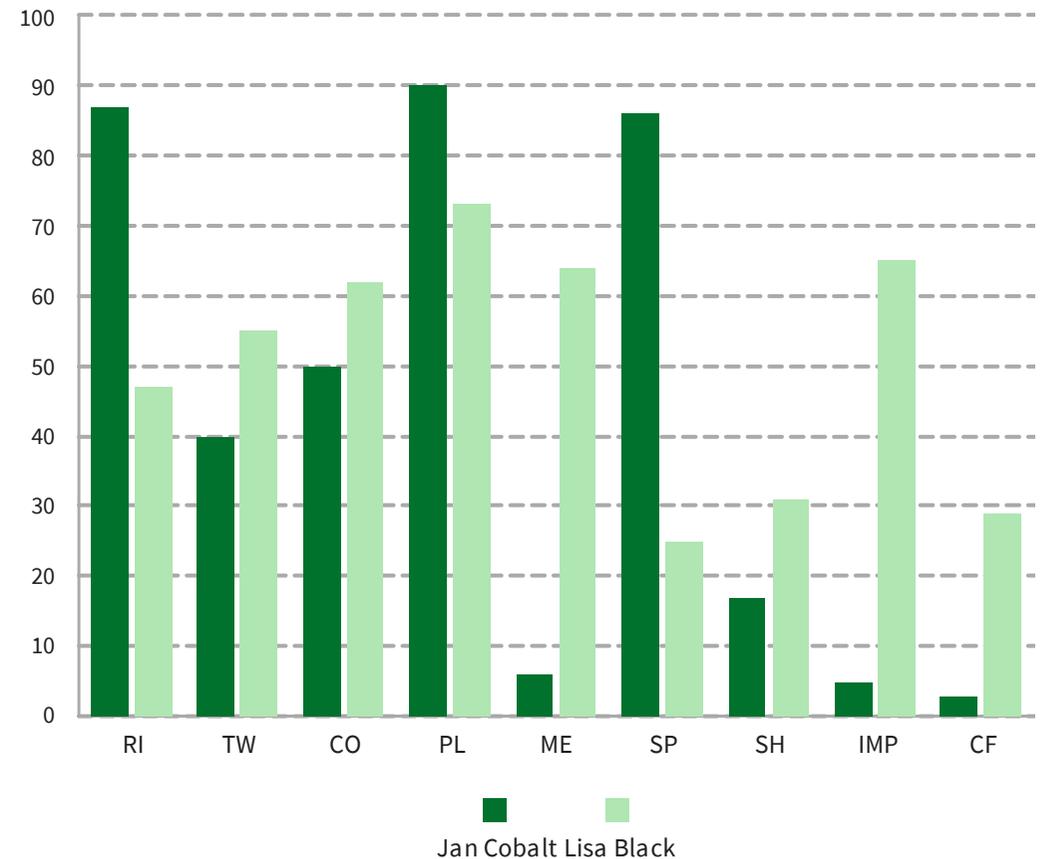
Looking at the second Team Roles, Jan Cobalt and Lisa Black are likely to make a good working pair as a well-organised, outward-looking duo, capable of quick action. An efficient mini team provided that both parties know each other well.

Some questions to consider:

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## Based on Self-Perception and Observer Assessments

Jan Cobalt and Rob Teal are colleagues.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful, especially in generating new initiatives. This duo is likely to work best in a flexible framework.

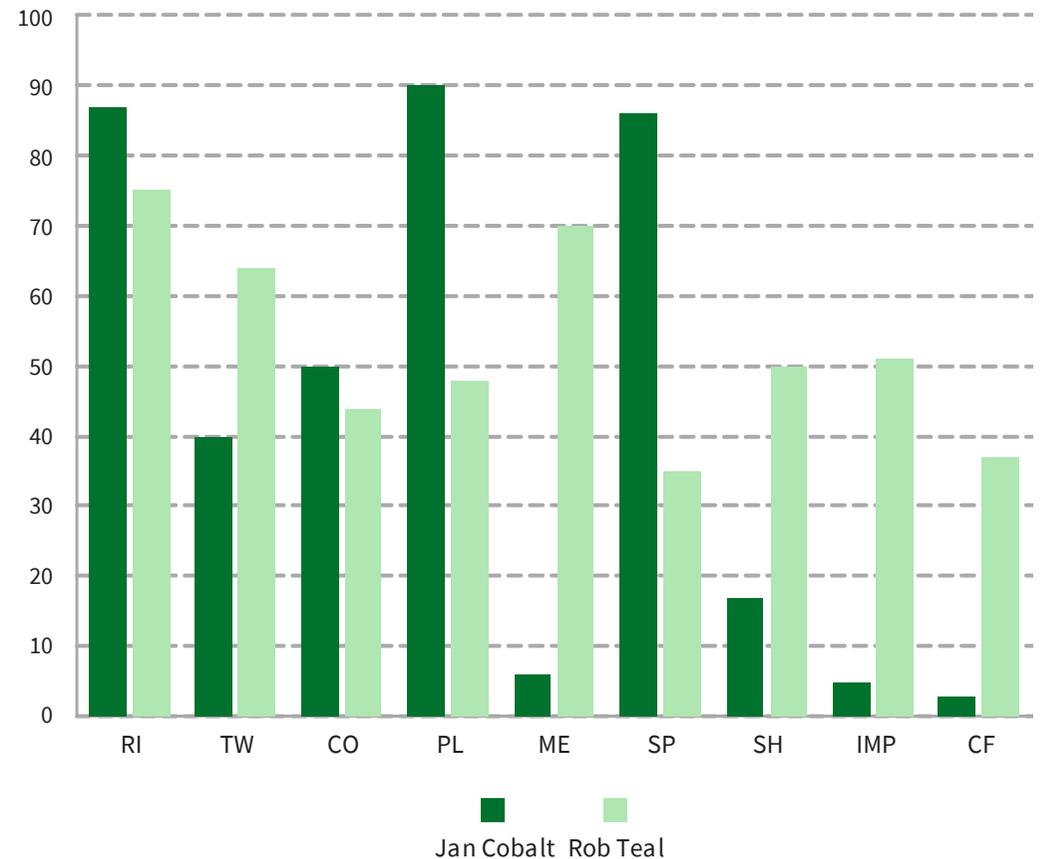
Looking at the second Team Roles, this duo could find it challenging to work together owing to their differing styles. There may be clashes over Rob Teal's desire for careful thought and planning and Jan Cobalt's preference for spontaneous action.

Some questions to consider:

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## Based on Self-Perception and Observer Assessments

Jan Cobalt and Jean-Paul Pink are colleagues.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties, resulting in friction and a struggle for dominance. On the other hand, given a higher than average degree of mutual tolerance this combination could become a strong innovative driving force.

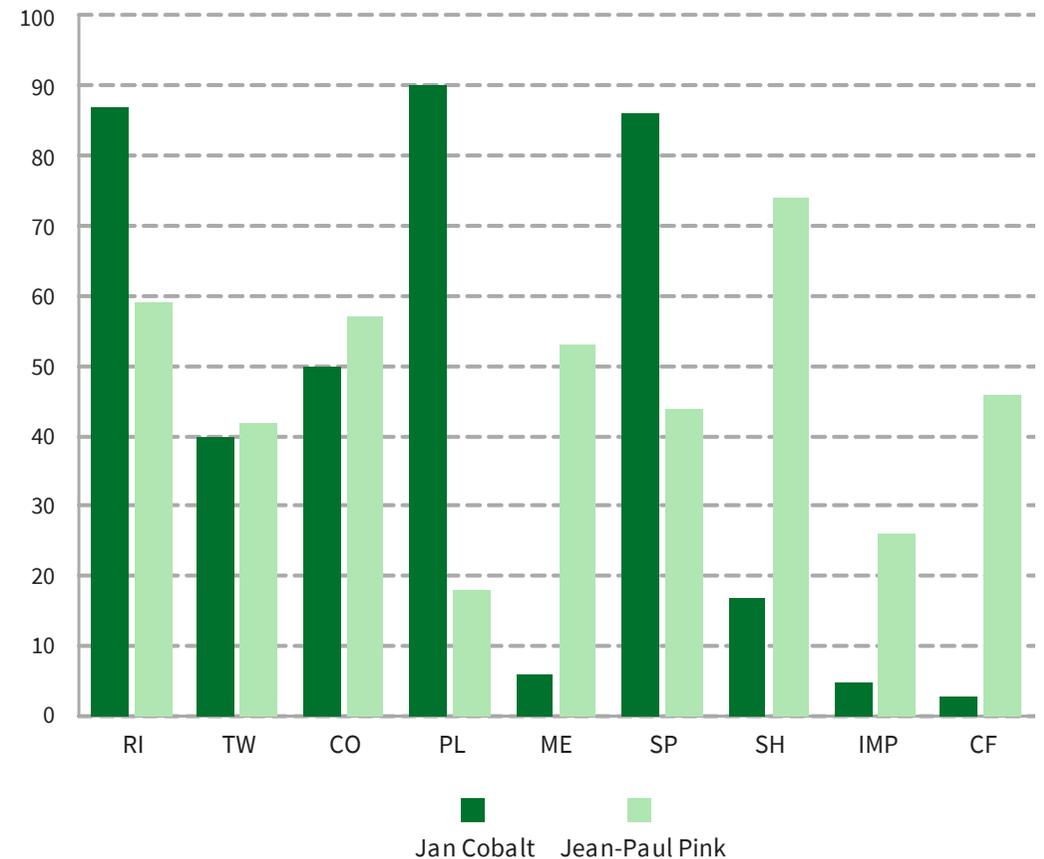
Looking at the second Team Roles, Jan Cobalt and Jean-Paul Pink may get on well, establishing a lively relationship where each feeds off the other's enthusiasm. However, this duo may lack any follow-through.

Some questions to consider:

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## Based on Self-Perception and Observer Assessments

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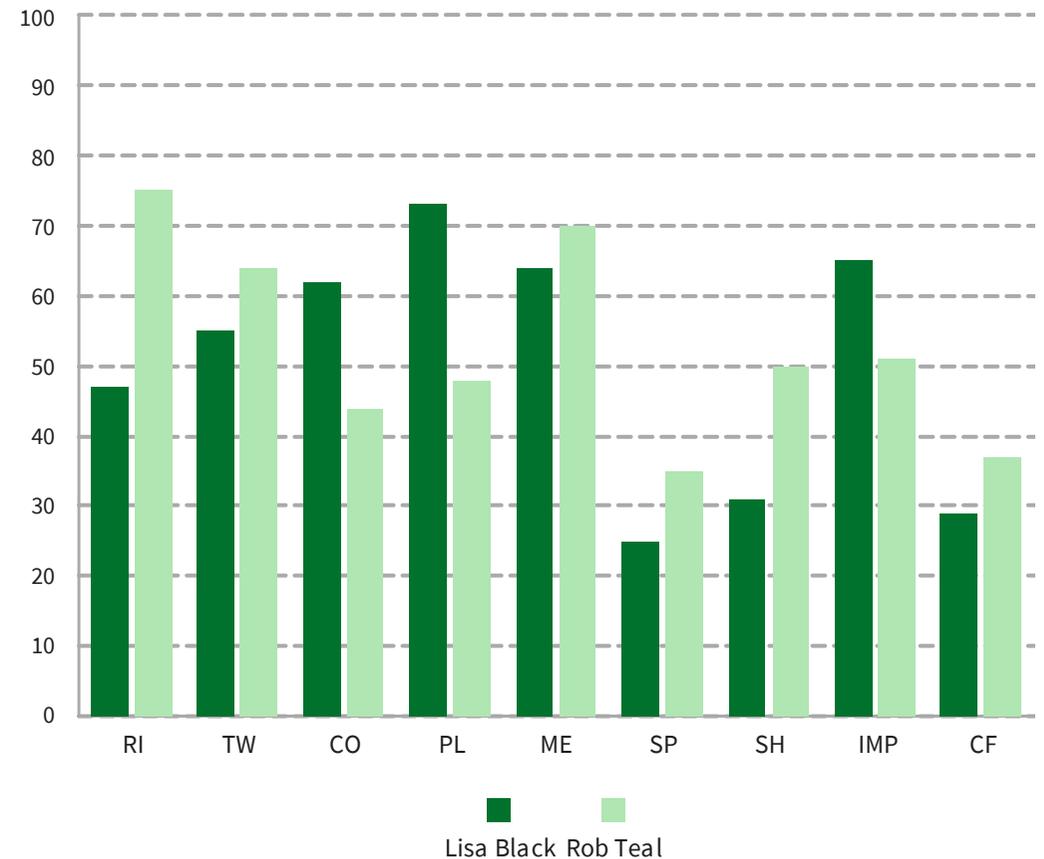
Looking at the second Team Roles, Lisa Black and Rob Teal are likely to make a good working pair and complement each other well. This duo is capable of producing sensible, positive action, provided that Lisa Black is the doer and Rob Teal is the thinker and planner.

Some questions to consider:

- How similar are Lisa Black and Rob Teal in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
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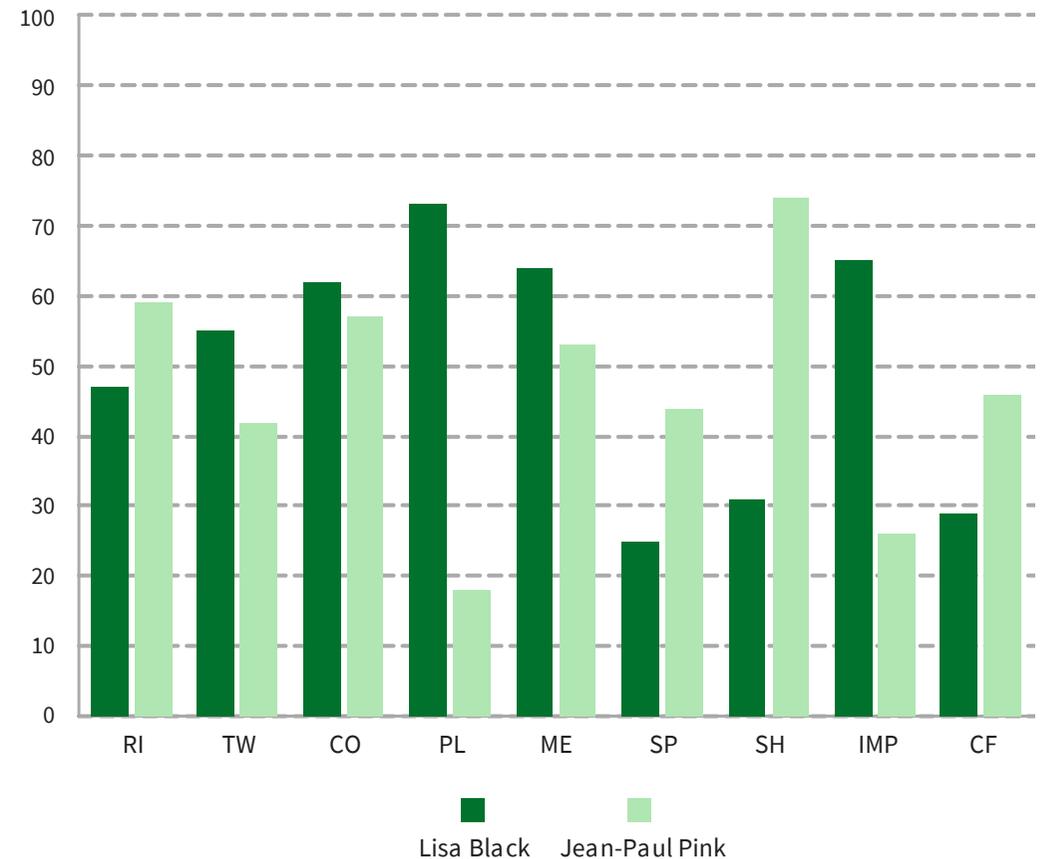
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## Based on Self-Perception and Observer Assessments

Rob Teal and Jean-Paul Pink are colleagues.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful – a dynamic relationship that should form the basis of a powerful team. Each party may expect to take a few knocks, but that should not matter much if taken in the right spirit.

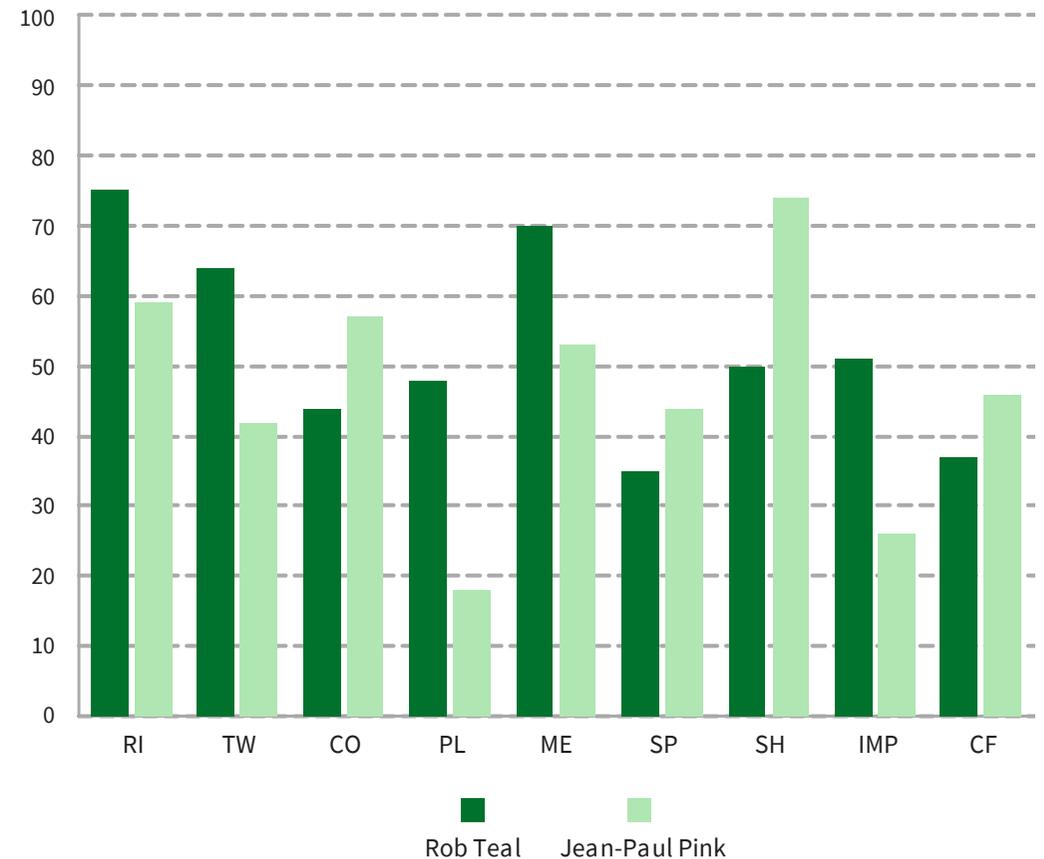
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### Self-Perception Inventory (SPI)

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The Self-Perception Inventory is the questionnaire an individual completes to ascertain their 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 their working styles.

### Observer Assessment (OA)

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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.

### Team Role Strength

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

### Team Role Weakness

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A Team Role weakness is a weakness which tends to accompany a particular Team Role strength, and is the flipside or 'trade-off' for that strength. If someone's strength outweighs their weakness for a given Team Role, and the weakness does not detract from the contribution, it is called an 'allowable weakness'. Weaknesses become 'non-allowable' if taken to an extreme, or if the associated Team Role strength is not present.

### Percentiles

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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.

### Strong Example of a Team Role

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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, Observer feedback is also taken into account to determine whether or not someone qualifies as a Strong Example.