



John Yellow

Belbin Individual Team Role Report

SPI completion date: 26th January 2022

Observer completion date: 26th January 2022

Number of Observers: 6

Colourful Company PLC

Rainbow HR

Belbin has identified nine different clusters of behaviour - contributions that people can make at work. These are called the Belbin Team Roles. Each role has strengths (the contribution made by playing that role) and associated weaknesses (the potential downsides to playing the role). 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.

RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

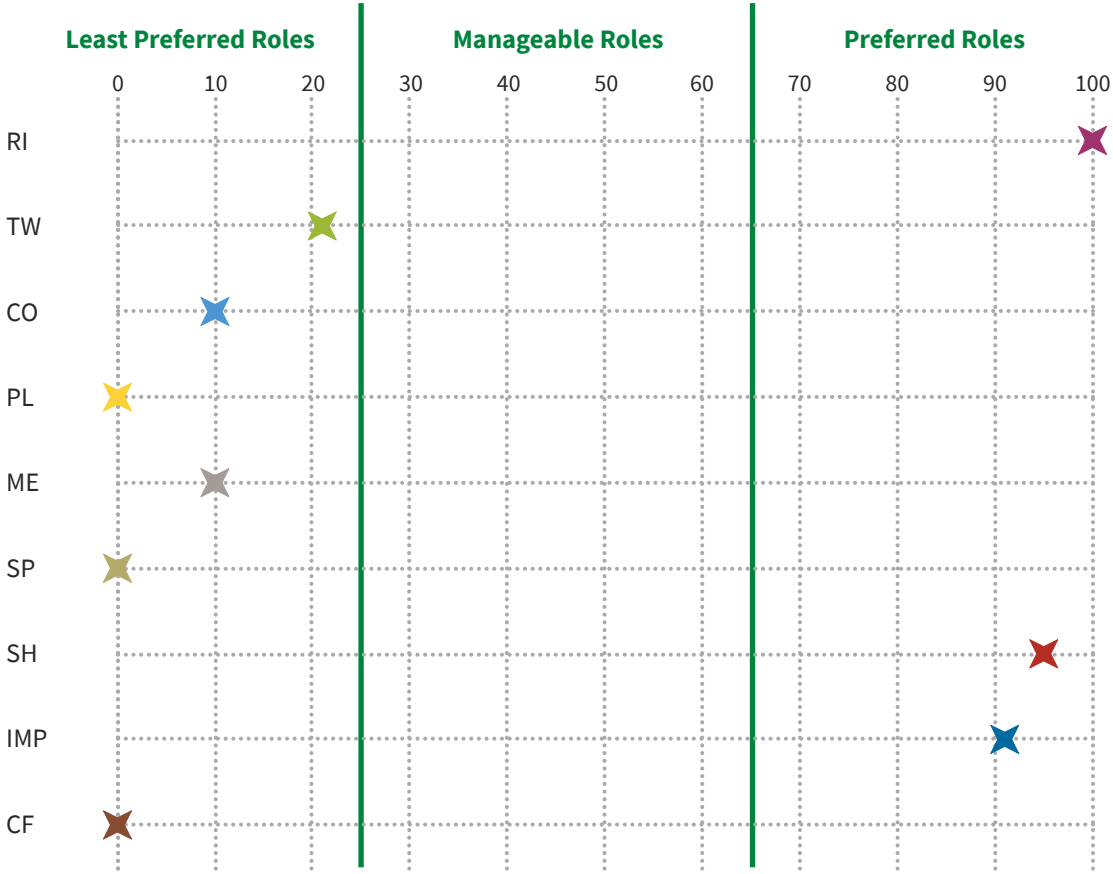
CF

Completer Finisher

Based on your Self-Perception only

John, from your own perspective, Resource Investigator and Shaper are your top contributions.

You feel you have a real energy to give to whatever work you undertake. You are keen to operate in fast-paced situations where you have to think quickly.



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

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Resource Investigator

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Plant

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Monitor Evaluator

SP
Specialist

SH
Shaper

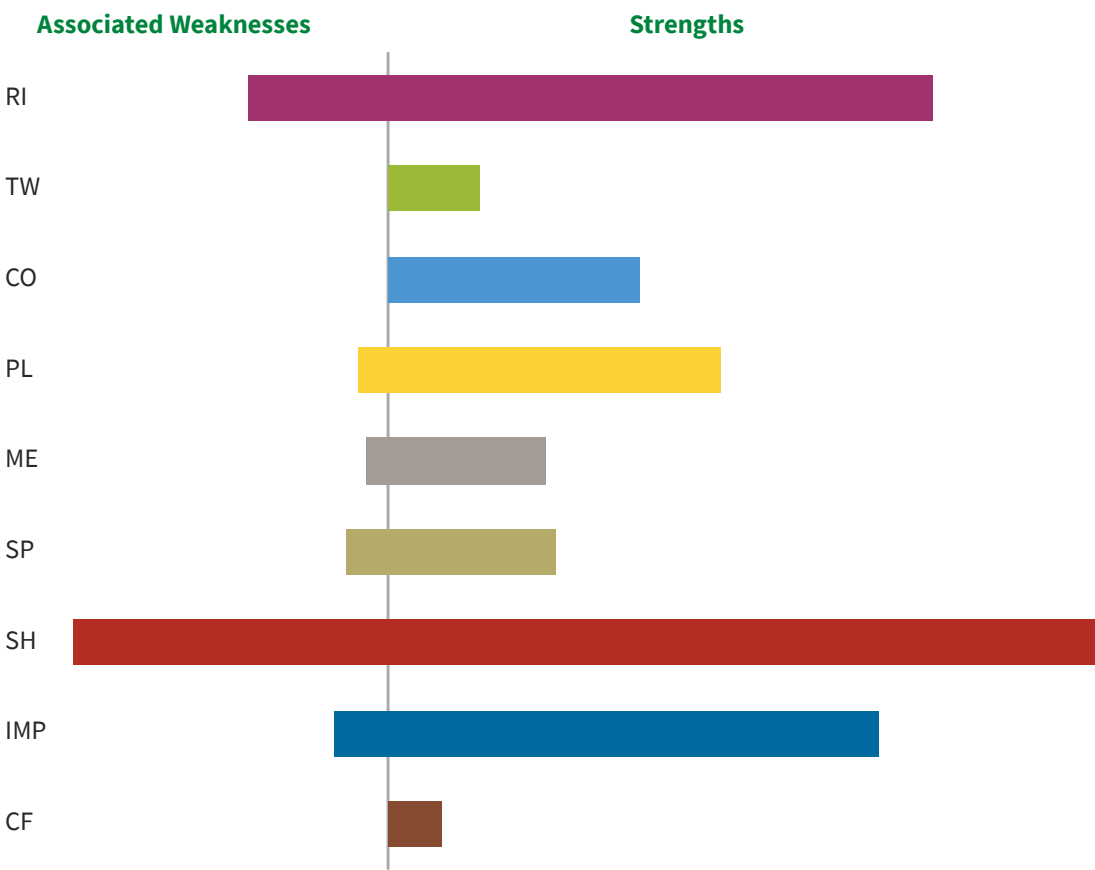
IMP
Implementer

CF
Completer Finisher

Based on 6 Observer Assessments

John, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Shaper and Resource Investigator.

They identified that you possess the following characteristics: outspoken, competitive, confrontational, outgoing and methodical.



- This bar chart shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role.
- An associated weakness is termed 'allowable' if outweighed by the strengths for the relevant Team Role. Please see Glossary of Terms for more detail.

RI

TW

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CF

Resource Investigator

Teamworker

Co-ordinator

Plant

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Shaper

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Completer Finisher

Based on your Self-Perception and 6 Observer Assessments

You see yourself as someone who is enthusiastic and optimistic, and who can develop contacts outside the immediate group.

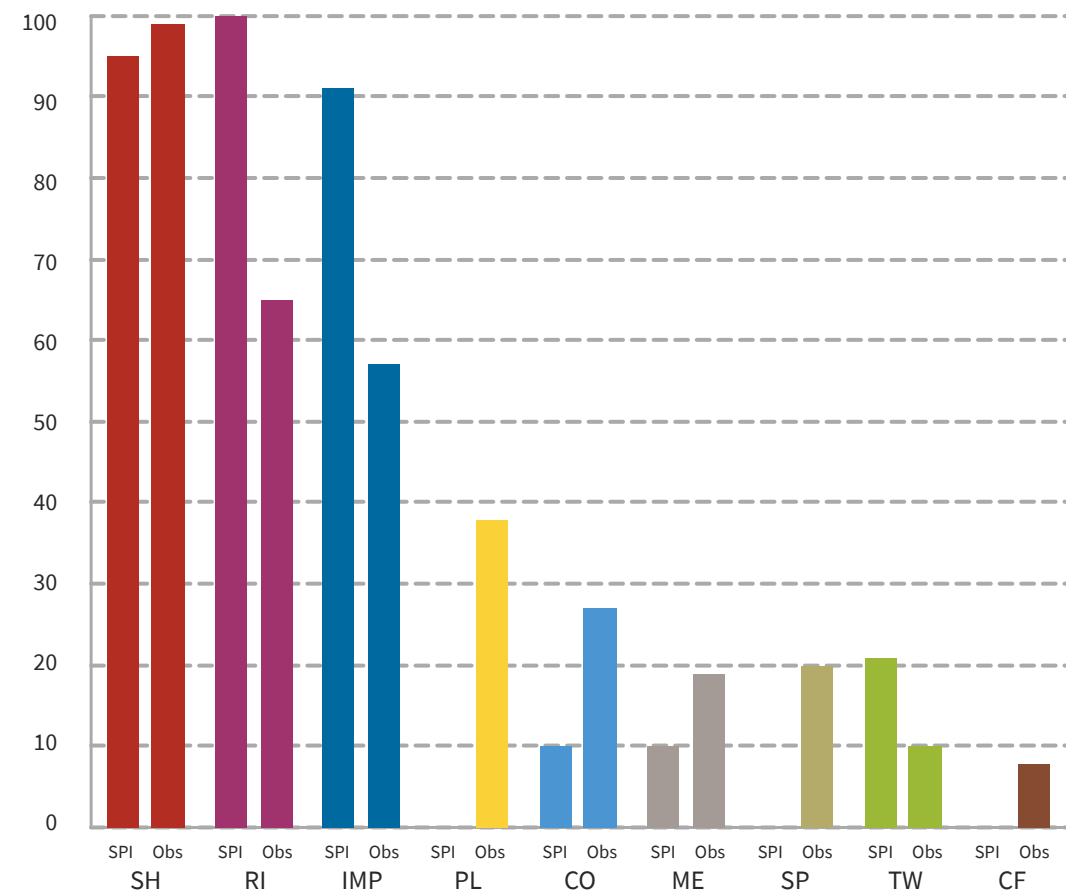
Your Observers see some different strengths than you do. They see your desire to win, competitive nature and ability to challenge when needed.

What do your Observers all agree on? They see that you are not afraid to say what you think, have a strong desire to succeed and win and flourish when meeting new people.

| | Self-Perception (SPI) | Observations (Obs) |
|-----|-----------------------|--------------------|
| SH | 95 | 99 |
| RI | 100 | 65 |
| IMP | 91 | 57 |
| PL | 0 | 38 |
| CO | 10 | 27 |
| ME | 10 | 19 |
| SP | 0 | 20 |
| TW | 21 | 10 |
| CF | 0 | 8 |

The table on the left and the graph on the right show your percentile scores for each Team Role, comparing your preferences against the combined perceptions of your Observers.

Percentile



Based on your Self-Perception and 6 Observer Assessments

Combining your view with the views of others, your main contributions are: Shaper, Resource Investigator and Implementer

You appear to be an energetic, driven individual, with an affinity for knowing how to react in fast-moving situations. With considerable outward-looking drive, you are well-placed to cope with pressure. You should be at your best when working in a busy environment, where you can make your mark by interacting with, and challenging, others. When you do so, express yourself firmly, but in good humour, to ensure that you get others on board. As long as your tone is driving but not scolding, your message will not be misunderstood.

Your approach to success is likely to be bold and striking, so to take others along with you. Your high work rate means that you need to face a wide range of challenges, so it is important that you should avoid environments which threaten to slow you down or restrict your energy or scope. Your potential to be headstrong has one downside – you might get into difficulties with your seniors or with colleagues. However, this very much depends on the character of those with whom you work. Ideally, you need a manager who is not too restrictive and colleagues who are sociable, patient and well-organised.

As a manager, seek out conscientious individuals who do not want to share the limelight. You will work best with someone who is diligent in tying up loose ends and ensuring that important details are not overlooked.

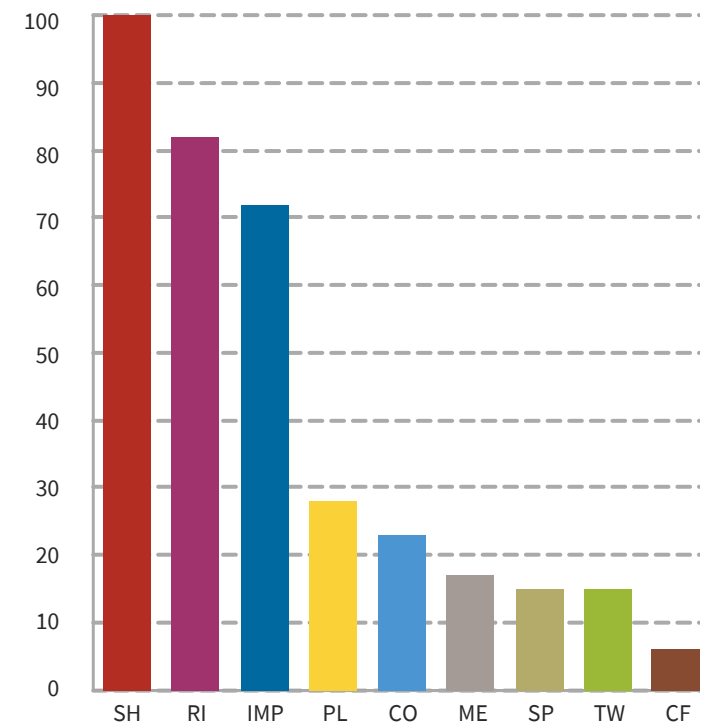
Your operating style is in the classic entrepreneurial mould.

This means that you are inclined to look for opportunities and take them. This can be a high-risk field. The art lies in knowing how to manage the risks. When mistakes are made, present them as the price of experience and ensure that you are remembered instead for your successes.

You could also focus on cultivating your ability for efficient planning and organisation. One of the most effective ways to establish your reputation is by hard work. If you can develop a practical way of working, not only are you likely to benefit, but you may well find others following your example.

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 attends to the details which can make or break a project. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to benefit.

Percentile



Based on your Self-Perception and 6 Observer Assessments

Work Environment

You're best suited to a fluid and unstructured job where events move swiftly – a role at the cutting edge of change, which offers you a great deal of scope and entails working under pressure. You're likely to work best where you can be given free rein – once the job has been specified in terms of goals and objectives. Offer regular progress reports to demonstrate that things are staying on track.

Others see that you would be suited to:

- work where it is important to speak out rather than to conform.
- rising to a challenge.
- work where meeting new people is important.

Presenting Yourself

- Show others that you are up for a challenge and a spot of competition and that you are someone who gets results.
- Point out that your high energy levels will make things happen and that you are even ready to handle pressure.
- However, do not let your drive be viewed as aggression. You will need to show diplomacy when it is needed.
- Let others see your enthusiasm and willingness to be proactive. Not everyone possesses your positive approach.
- State that you are happy to reach out to others and will use your outgoing nature in exploring possibilities.
- In your case, you may have to prove to others that your natural enthusiasm will not lead to boredom after a while. Show that you can follow through.

Announce your strengths. You are likely to:

- prefer action over contemplation.
- be dynamic and entrepreneurial: a developer of new ventures.
- be a forthright and a determined individual, with the energy and drive to overcome obstacles.
- enjoy work where you can use your outgoing nature and personal initiative.

Be aware of your weaknesses. You may:

- risk alienating others as a result of your drive to get things done.
- sometimes be seen as argumentative.

Based on your Self-Perception and 6 Observer Assessments

John, overall your top Team Roles are Shaper, Resource Investigator, Implementer and Plant. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



SH



RI

Exploiting Opportunities

"I like to be given responsibility for grasping opportunities and driving things forward."



SH



IMP

Assigning Tasks

"I am ready to lead from the front when it comes to hard work."



SH



PL

Pushing for Change

"I like to offer new ideas and directions."



RI



IMP

Applying Resources

"Meeting people and getting things done are my strengths."

Based on your Self-Perception and 6 Observer Assessments

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|----|-----|-----|-----|----|-----|----|----|----|
| Self-Perception | RI | SH | IMP | TW | ME | CO | | | |
| Observers: | | | | | | | | | |
| Isobel Gray | SH | CO | IMP | RI | | | | | |
| Gordon Silver | RI | SH | PL | IMP | ME | CO | CF | | |
| Rachael Maroon | SH | RI | IMP | TW | | | | | |
| Muhammad Red | SH | RI | ME | TW | SP | IMP | CO | | |
| Amit Purple | SH | IMP | PL | CF | CO | RI | | | |
| Juliette Fuchsia | PL | SH | SP | RI | CO | | | | |
| Observers' Overall Views | SH | RI | IMP | PL | CO | SP | ME | TW | CF |
| Your Overall Team Role Composition | SH | RI | IMP | PL | CO | ME | SP | TW | CF |

- This page provides an overview of Team Roles as seen by yourself and your Observers.
- These are displayed from your highest (1) to your lowest (9). If the Observer in question did not observe any of a given Team Role behaviour, there will be a blank.
- Your overall Team Role composition is a combination of Self and Observer responses. It is based on a complex formula and not a straightforward average of the totals.

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Resource Investigator

TW
Teamworker

CO
Co-ordinator

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Plant

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Monitor Evaluator

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Specialist

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Shaper

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Based on 6 Observer Assessments

Here is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in *italics*.

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

Self-Perception Inventory (SPI)

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)

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

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, Observer 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 of these claims than 90% of the population, your Team Role feedback will take this into consideration.