



Sales Manager

Belbin Job Comparison Reports

Specified by: Ali Blue

Job Requirements completion date: 25th February 2022

Job Observations completion date: 25th February 2022

Number of Observations: 3

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:

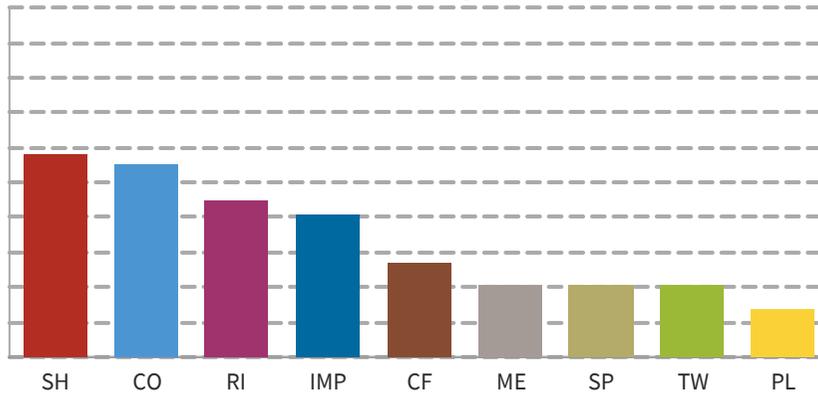
Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Associated Weaknesses:

Inclined to worry unduly. Reluctant to delegate.

Suitability for the job Sales Manager as specified by Ali Blue

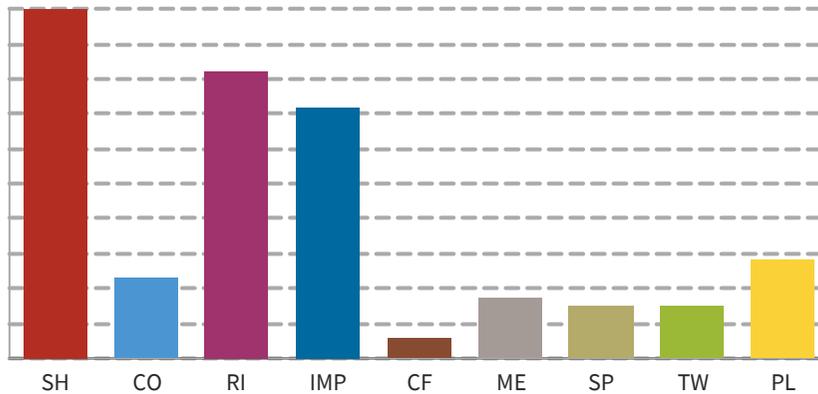
Sales Manager



In comparison with the job of Sales Manager, John:

- should be able to lead from the front and take a bold and unflinching approach as required by the job.
- should be sufficiently proactive to meet the job demands, and seems to have the qualities needed for the exploratory part of the job – namely an ability to negotiate and sell.
- may lack the interest in organising or managing others needed to be really effective in this job.

John Yellow



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Comparing the observations of the job Sales Manager with John's Observer Assessments as specified by 6 Observers

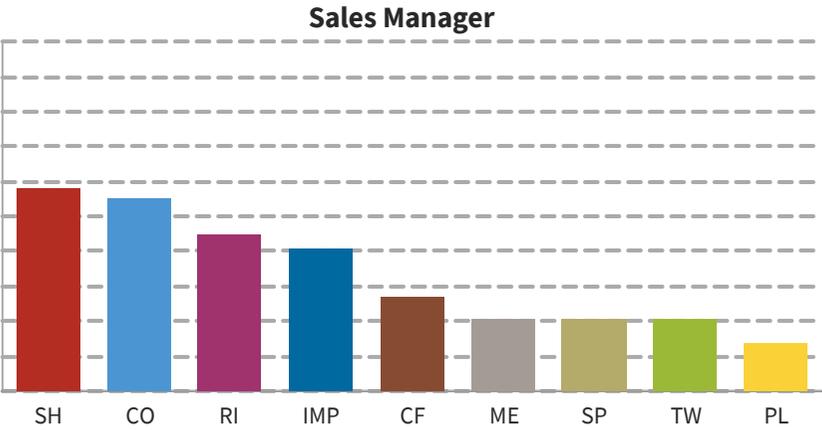
Looking at the comparison between John's Observer words and those specified for the job, it can be concluded that John is **not a particularly good match**.

John's Observers identified the following characteristics which are useful for this job: outgoing.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in John's descending order based on 6 Observers	Total number of ticks given by John's 6 Observers
tough	10th	3
encouraging of others	70th	0
hard-driving	31st	1
self-reliant	33rd	1
broad in outlook	12th	3
outgoing	4th	6

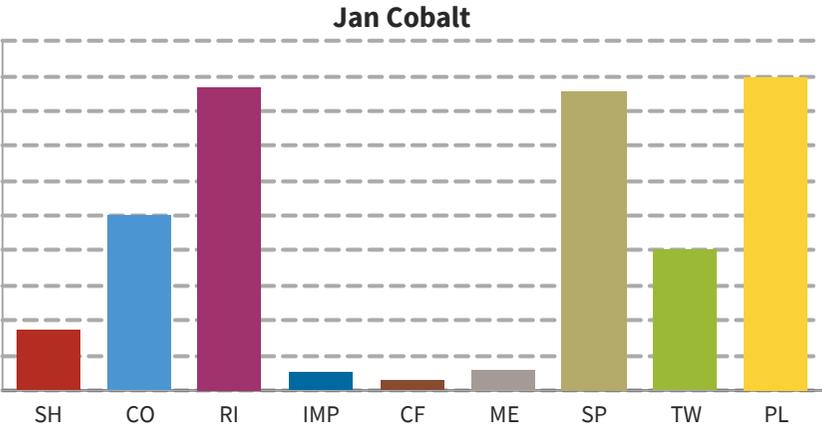
- This table compares the top Observer words for the job with the individual's Observer feedback

Suitability for the job Sales Manager as specified by Ali Blue



In comparison with the job of Sales Manager, Jan:

- should be sufficiently proactive to meet the job demands, and seems to have the qualities needed for the exploratory part of the job – namely an ability to negotiate and sell.
- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- may not have the tenacity needed in certain aspects of this job.



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Comparing the observations of the job Sales Manager with Jan's Observer Assessments as specified by 6 Observers

Looking at the comparison between Jan's Observer words and those specified for the job, it can be concluded that Jan is **an adequate match**.

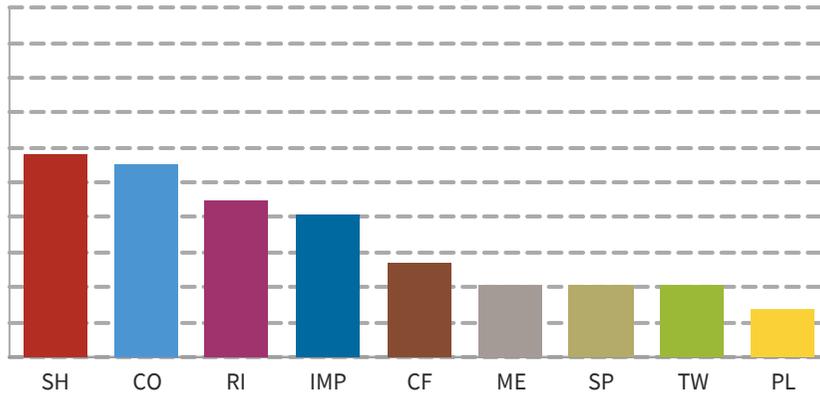
Jan's Observers identified the following characteristics which are useful for this job: outgoing.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Jan's descending order based on 6 Observers	Total number of ticks given by Jan's 6 Observers
tough	59th	0
encouraging of others	18th	3
hard-driving	63rd	0
self-reliant	8th	5
broad in outlook	7th	5
outgoing	2nd	8

- This table compares the top Observer words for the job with the individual's Observer feedback

Suitability for the job Sales Manager as specified by Ali Blue

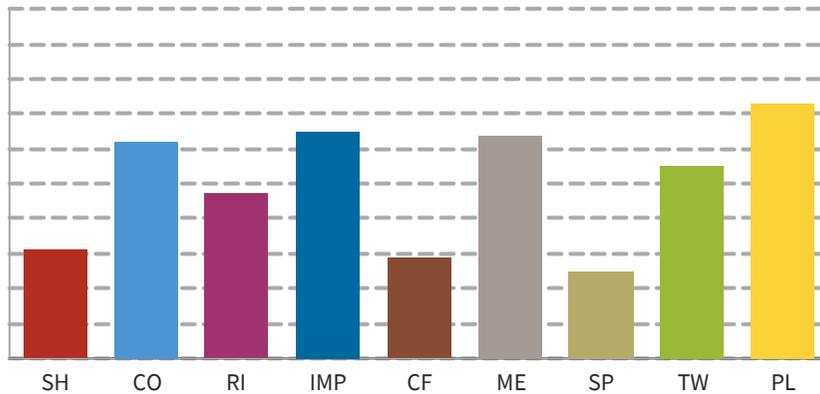
Sales Manager



In comparison with the job of Sales Manager, Lisa:

- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- is likely to demonstrate the initiative and resourcefulness needed for the job.
- may not have the tenacity needed in certain aspects of this job.

Lisa Black



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Comparing the observations of the job Sales Manager with Lisa's Observer Assessments as specified by 6 Observers

Looking at the comparison between Lisa's Observer words and those specified for the job, it can be concluded that Lisa is **an adequate match**.

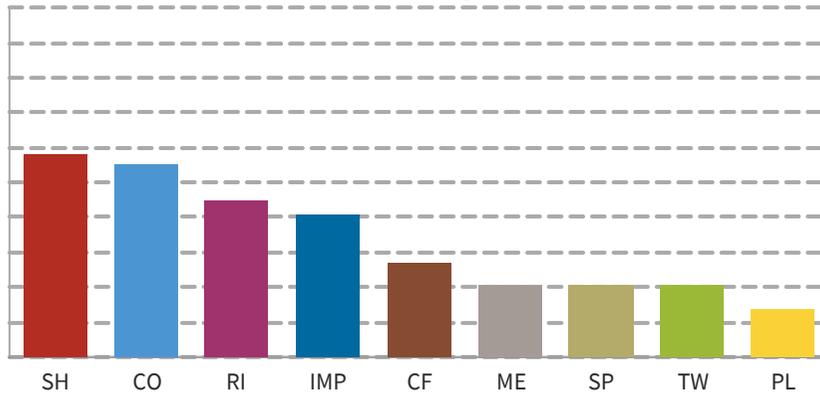
Lisa's Observers identified the following characteristics which are useful for this job: broad in outlook.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Lisa's descending order based on 6 Observers	Total number of ticks given by Lisa's 6 Observers
tough	30th	3
encouraging of others	21st	5
hard-driving	26th	4
self-reliant	71st	0
broad in outlook	3rd	8
outgoing	39th	2

- This table compares the top Observer words for the job with the individual's Observer feedback

Suitability for the job Sales Manager as specified by Ali Blue

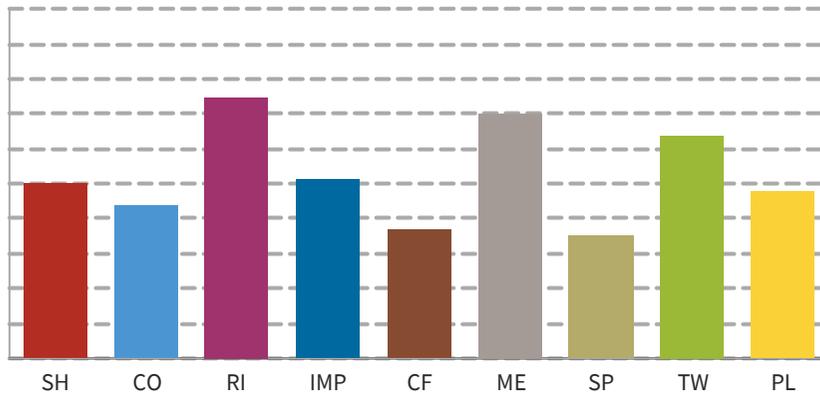
Sales Manager



In comparison with the job of Sales Manager, Rob:

- should be sufficiently proactive to meet the job demands, and seems to have the qualities needed for the exploratory part of the job – namely an ability to negotiate and sell.
- possesses an adequate amount of drive and should cope reasonably well under pressure.
- may lack the interest in organising or managing others needed to be really effective in this job.

Rob Teal



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Comparing the observations of the job Sales Manager with Rob's Observer Assessments as specified by 6 Observers

Looking at the comparison between Rob's Observer words and those specified for the job, it can be concluded that Rob is **a very good match**.

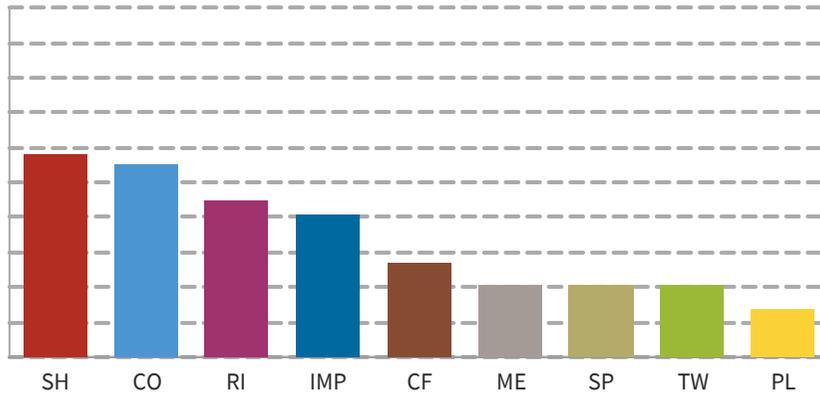
Rob's Observers identified the following characteristics which are useful for this job: hard-driving, broad in outlook and outgoing.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Rob's descending order based on 6 Observers	Total number of ticks given by Rob's 6 Observers
tough	14th	5
encouraging of others	43rd	2
hard-driving	8th	6
self-reliant	25th	4
broad in outlook	3rd	8
outgoing	9th	6

- This table compares the top Observer words for the job with the individual's Observer feedback

Suitability for the job Sales Manager as specified by Ali Blue

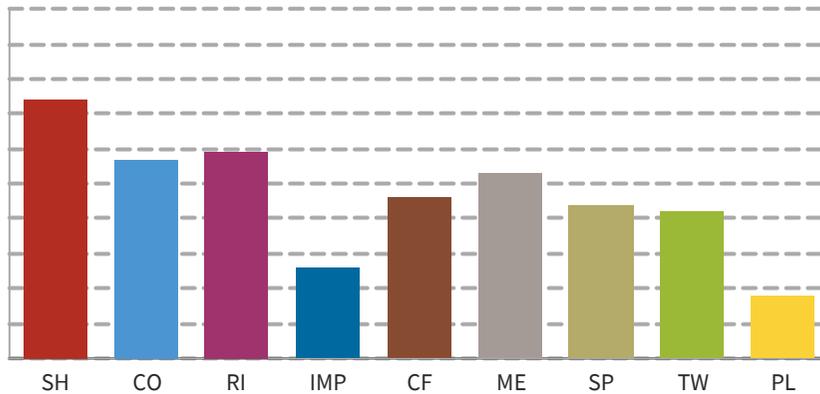
Sales Manager



In comparison with the job of Sales Manager, Jean-Paul:

- should be able to lead from the front and take a bold and unflinching approach as required by the job.
- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- is likely to demonstrate the initiative and resourcefulness needed for the job.

Jean-Paul Pink



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Comparing the observations of the job Sales Manager with Jean-Paul's Observer Assessments as specified by 6 Observers

Looking at the comparison between Jean-Paul's Observer words and those specified for the job, it can be concluded that Jean-Paul is **an adequate match**.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Jean-Paul's descending order based on 6 Observers	Total number of ticks given by Jean-Paul's 6 Observers
tough	41st	1
encouraging of others	13th	4
hard-driving	18th	3
self-reliant	19th	3
broad in outlook	5th	5
outgoing	6th	5

- This table compares the top Observer words for the job with the individual's Observer feedback

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

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

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

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.