BELBIN®

Sales Manager

Belbin Job Report

Specified by: Ali Blue

Job Requirements completion date: 25th February 2022

Job Observations completion date: 25th February 2022

Number of Observations: 3

BELBIN®

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.
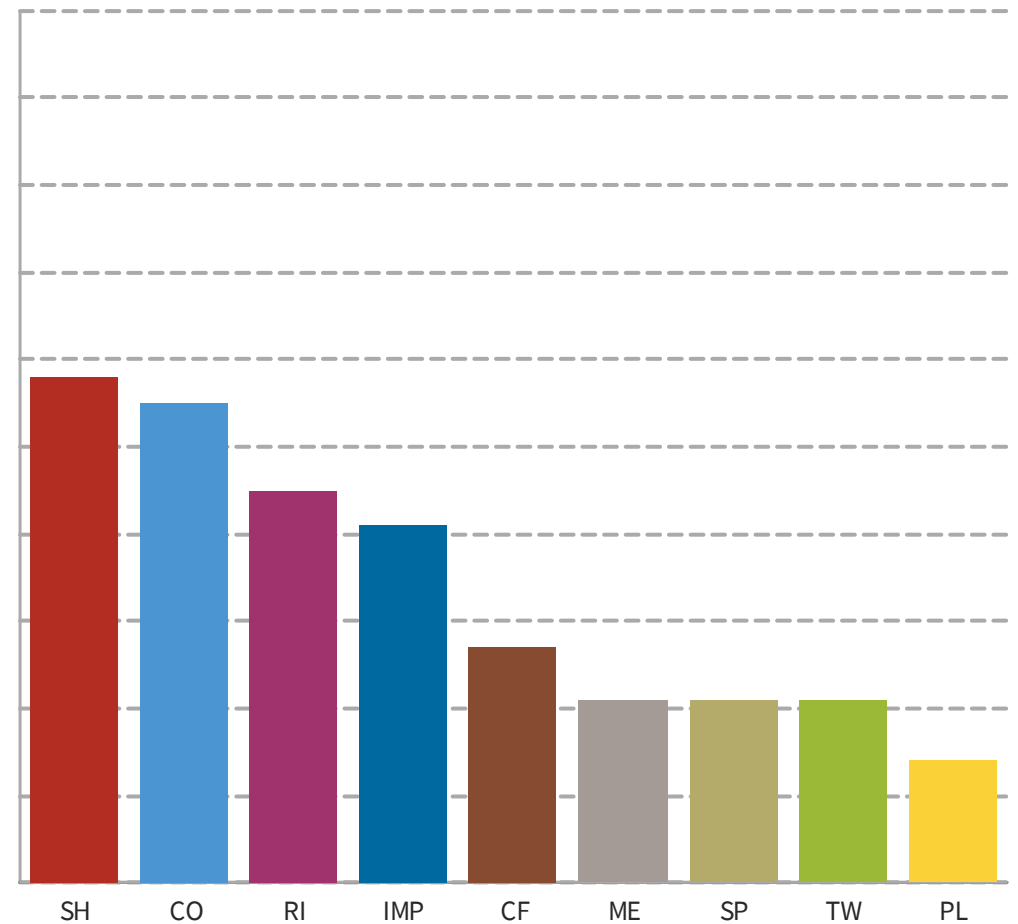**Associated Weaknesses:**
Inclined to worry unduly. Reluctant to delegate.

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

Sales Manager as specified by Ali Blue

The job as it is specified requires someone who possesses considerable drive. The likely candidate will have the strength of character to overcome opposition and the self-confidence to get round obstacles and rules that stand in the way of progress. This specification underlines the need for a high achiever. The job also demands someone who has the capacity for drawing the best out of others, encouraging them to engage with, and contribute to, group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied with the outcomes and conclusion.

The work entails a fair degree of socially proactive behaviour and a readiness to go out and meet people.

This position requires someone who is focused on pushing the team in a particular direction, rather than generating new ideas for consideration.


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Sales Manager as specified by Ali Blue

The job specifier expects the overall responsibility to be yours, so this is a job in which you will be expected to lead from the front. The people you work with may need to be directed or they may need to feel they are collaborating with you as part of a team. So it is important that you are able to adapt your managerial style accordingly.

The job as specified requires above all that you are able to manage others and cope with opposition. It is important never to lose control or back away from responsibility.
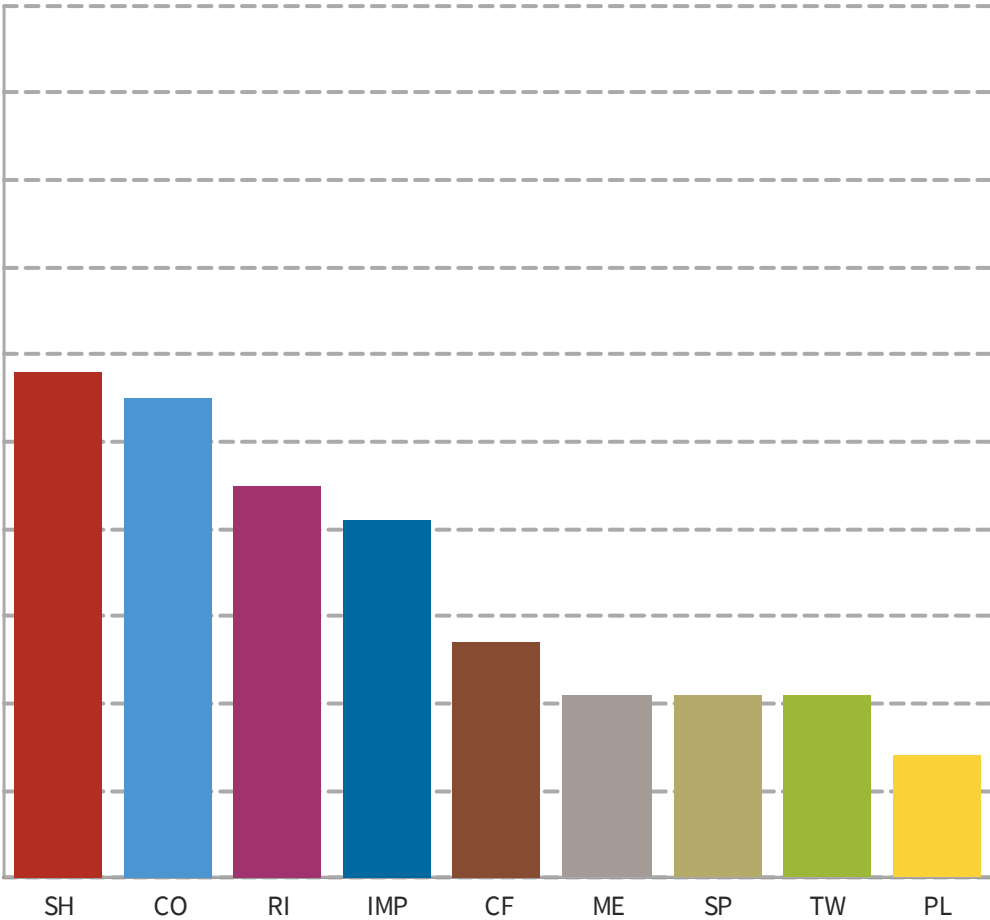
● This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.

SH	CO	RI	IMP	CF	ME	SP	TW	PL

RI	TW	CO	PL	ME	SP	SH	IMP	CF
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Based on 3 Job Observations

This report shows the behavioural qualities which Observers consider will have an impact upon the job. Behaviours shown in bold have been identified as one of the top three qualities important for the job. The number of asterisks indicates the number of Observers who identified the word in this way. Behaviours considered to be unhelpful to the job are shown in italics.

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

Printed: 25 Feb 2022

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.