



# Sample Group of 5

## Belbin Team Report

Number of Candidates: 5

Number of Observers: 30

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 Self-Perception and Observer Assessments**

This gives you an overview of the Team Roles for each person in the team, from highest to lowest, according to the Self-Perception, combined Observer responses and the overall profile. If you see a role is missing, this means there is a zero score for this role.

	1	2	3	4	5	6	7	8	9
<b>B Jade</b>									
SPI completed on 20/01/2022									
Self-Perception	ME	TW	CF	SP	CO	IMP	PL	SH	
Observations (6)	IMP	CO	ME	TW	CF	SP	RI	SH	PL
<b>Overall</b>	ME	TW	IMP	CO	CF	SP	RI	SH	PL
<b>R Blue</b>									
SPI completed on 24/01/2022									
Self-Perception	IMP	TW	CF	RI	SH	SP	ME	CO	
Observations (6)	TW	IMP	SH	CF	SP	RI	CO	PL	ME
<b>Overall</b>	TW	IMP	SH	CF	RI	SP	CO	ME	PL
<b>G Grey</b>									
SPI completed on 25/01/2022									
Self-Perception	CF	IMP	PL	ME	SP	TW	SH	CO	
Observations (6)	CF	IMP	TW	ME	CO	SH	SP	RI	PL
<b>Overall</b>	CF	IMP	TW	ME	CO	SH	SP	PL	RI
<b>G Gold</b>									
SPI completed on 25/01/2022									
Self-Perception	PL	IMP	CO	SH	ME	RI	TW	CF	SP
Observations (6)	CF	IMP	SH	ME	SP	RI	TW	CO	PL
<b>Overall</b>	IMP	CF	SH	ME	CO	SP	RI	TW	PL

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

**Based on Self-Perception and Observer Assessments**

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	1	2	3	4	5	6	7	8	9
<b>N Navy</b>									
SPI completed on 25/01/2022									
Self-Perception	SH	PL	CO	SP	RI	TW			
Observations (6)	SH	PL	CO	RI	SP	TW	ME	IMP	CF
<b>Overall</b>	SH	PL	CO	SP	RI	TW	ME	IMP	CF

<b>RI</b> Resource Investigator	<b>TW</b> Teamworker	<b>CO</b> Co-ordinator	<b>PL</b> Plant	<b>ME</b> Monitor Evaluator	<b>SP</b> Specialist	<b>SH</b> Shaper	<b>IMP</b> Implementer	<b>CF</b> Completer Finisher
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## Based on Self-Perception and Observer Assessments

For a team to be effective, the right people need to be brought in at the right time. This page offers suggestions as to who has the potential to take on different kinds of work within the team, according to their Team Roles. Some roles are shared, but everyone has a part to play.



There is no-one in the team showing the strengths of this Team Role in abundance.



When arguments break out and team atmosphere needs to be improved, try to involve: **R Blue**, **B Jade** and **G Grey**.



There is no-one in the team showing the strengths of this Team Role in abundance.



When some new line of thought is desired, ask: **N Navy**.



When the team needs someone to choose between competing options, seek advice from: **B Jade**.



There is no-one in the team showing the strengths of this Team Role in abundance.



When there is a need to increase the pace and arrive at decisions, you can count on: **N Navy** and **R Blue**.



When decisions need to be turned into workable procedures, turn to: **R Blue**, **G Grey** and **G Gold**.



When it is imperative that plans are completed to the highest standards, a key part can be played by: **G Grey**.

**RI**

Resource Investigator

**TW**

Teamworker

**CO**

Co-ordinator

**PL**

Plant

**ME**

Monitor Evaluator

**SP**

Specialist

**SH**

Shaper

**IMP**

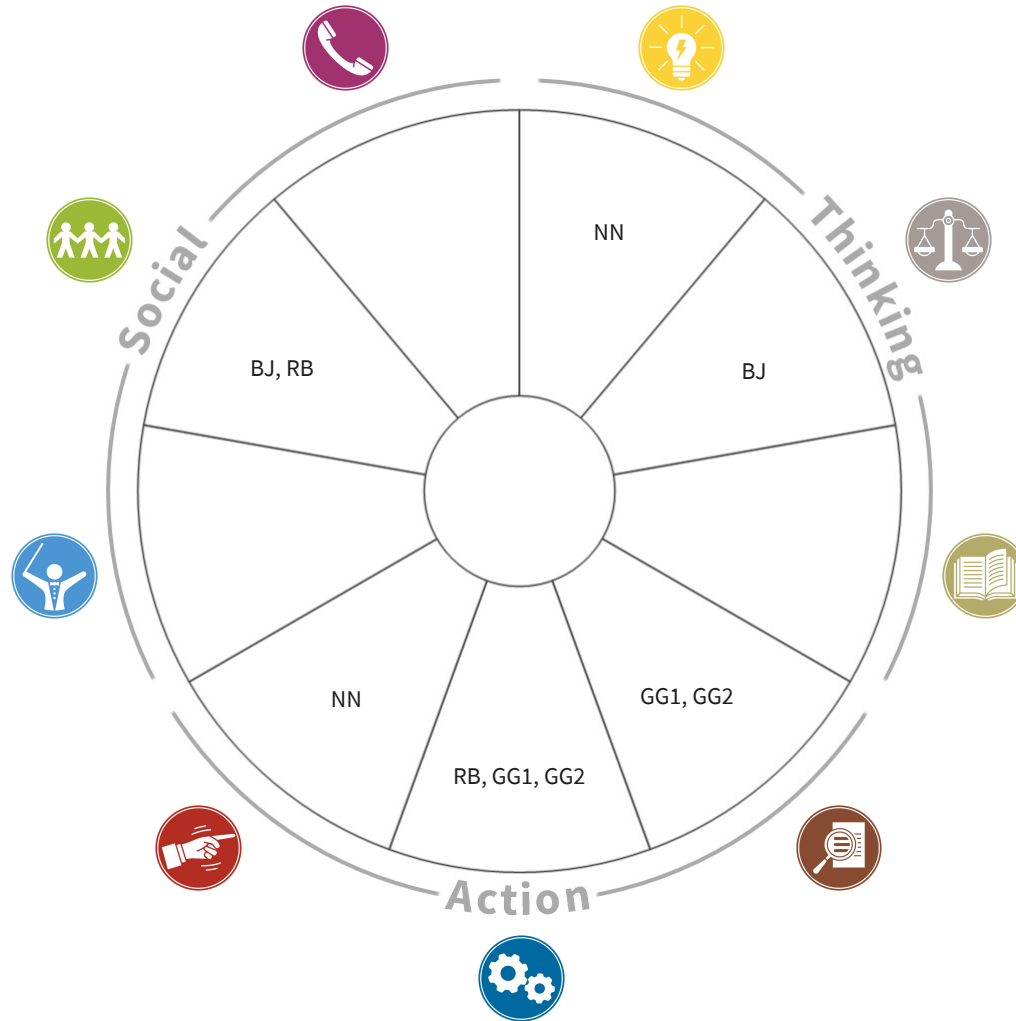
Implementer

**CF**

Completer Finisher

**Based on Self-Perception and Observer Assessments**

This page gives an 'at-a-glance' view of the balance and spread of Team Roles within the team. Each team member's **Top Two** roles are shown in the relevant segments of the circle. This helps you to explore which contributions might be missing in the team and where clashes may occur.



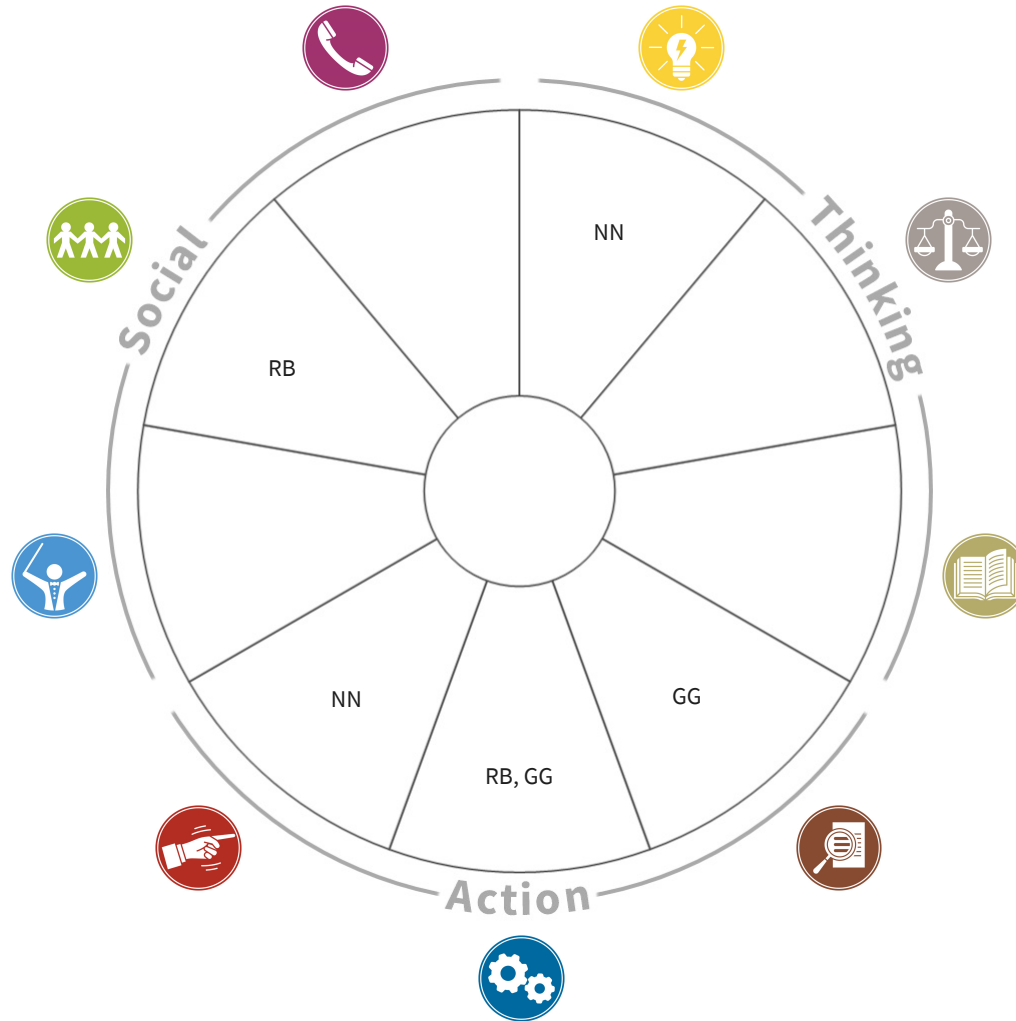
**Key:**

- BJ** - B Jade
- RB** - R Blue
- NN** - N Navy
- GG1** - G Grey
- GG2** - G Gold

<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**

This page gives an 'at-a-glance' view of the balance and spread of Team Roles in the team. Only those deemed a **Strong Example** of a particular Team Role are included in the circle, so it is unlikely that everyone will be represented. (You can find more information on Strong Examples in the glossary.) This helps you to identify potential talent, clashes and gaps in Team Role contributions, and is intended to act as a discussion-starter.



**Key:**

- RB** - R Blue
- NN** - N Navy
- GG** - G Grey

- RI**  
Resource Investigator
- TW**  
Teamworker
- CO**  
Co-ordinator
- PL**  
Plant
- ME**  
Monitor Evaluator
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Completer Finisher

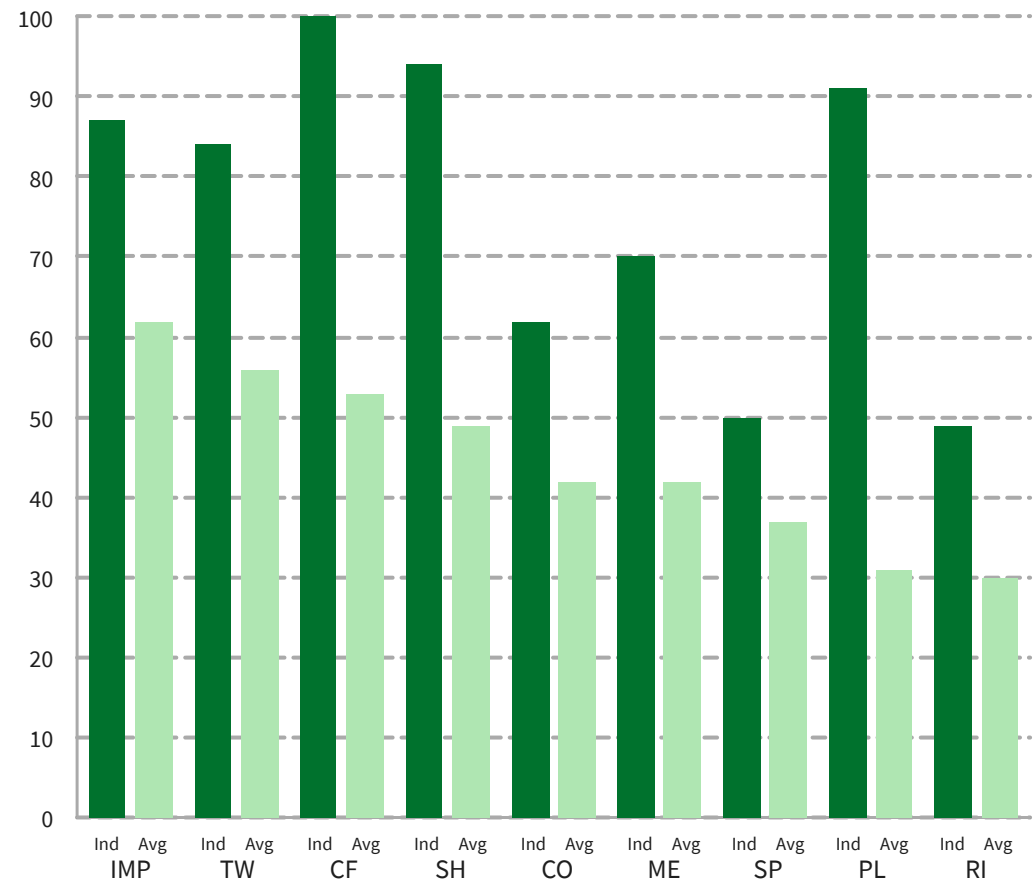
**Based on 5 Self-Perceptions and 30 Observer Assessments**

This graph shows the score for the strongest individual in the team for a Team Role, alongside the team's average score for that role. The greater the distance between the two bars, the more dependent the team is on the named person (or people) to fulfil the role in question.

Individuals with the highest percentile score for the named Team Role:

- RI** - N Navy
- TW** - R Blue
- CO** - N Navy
- PL** - N Navy
- ME** - B Jade
- SP** - N Navy
- SH** - N Navy
- IMP** - G Grey
- CF** - G Grey

**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

This report shows Strong Examples of Team Roles in the team. Strong Examples are those who have a clear idea of their Team Role preferences, have a good level of agreement between Self-Perception and Observer views (if applicable) and display considerably more positive than negative behaviours for the given role.

The following are strong examples of each Team Role:



#### Resource Investigator

There are no strong examples of this Team Role.



#### Teamworker

R Blue



#### Co-ordinator

There are no strong examples of this Team Role.



#### Plant

N Navy



#### Monitor Evaluator

There are no strong examples of this Team Role.



#### Specialist

There are no strong examples of this Team Role.



#### Shaper

N Navy



#### Implementer

R Blue, G Grey



#### Completer Finisher

G Grey

RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

CF

Completer Finisher

## Based on 5 Self-Perceptions and 30 Observer Assessments

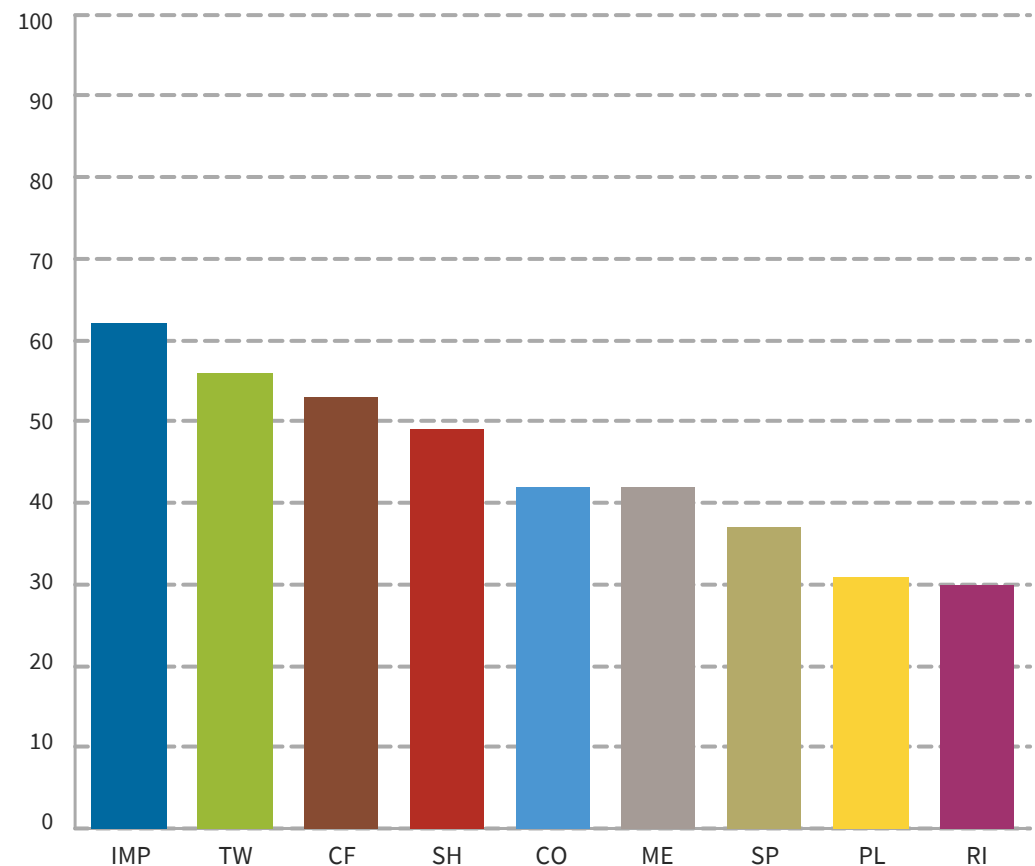
This shows the team's average score for each Team Role, along with a summary of the team's characteristics. There are positive and negative implications for any Team Role 'culture' and these are explored too.

**The team possesses** generally solid and reliable qualities and its members should work well together. However, it is more debatable whether it can easily find the direction in which it should best travel. That issue can be handled in two ways. One way is to pay special attention to the one member who can best contribute in this area. Another is to tackle this issue through open debate and combined effort.

**At its best, this team will be** very efficient at putting agreed strategies into practice and bringing about the desired results. It is likely to be self-disciplined and process-focused.

**At its worst, this team may** become too inward-looking and insufficiently interested in what is going on in the world outside. This may not matter in some circumstances, but if it does, the team should look for someone who enjoys exploring and making new contacts.

Percentile



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

## Based on 30 Observer Assessments

This list comprises the words and phrases Observers ticked when completing team members' Observer Assessments, in descending order, with words for associated weaknesses shown in italics.

helpful	30	outgoing	16	free-thinking	9	<i>uninvolved with specifics</i>	3
caring	29	realistic	15	inquisitive	9	<i>inflexible</i>	3
encouraging of others	28	disciplined	15	willing to adapt	9	<i>pushy</i>	3
accurate	26	efficient	15	<i>fussy</i>	8	<i>territorial</i>	3
outspoken	25	broad in outlook	14	<i>impulsive</i>	8	<i>over-delegating</i>	2
conscious of priorities	25	consultative	13	original	8	<i>inconsistent</i>	2
methodical	24	hard-driving	12	diplomatic	8	<i>reluctant to allocate work</i>	2
reliable	24	perceptive	12	inventive	7	<i>impatient</i>	2
practical	22	confident and relaxed	12	persuasive	7	<i>frightened of failure</i>	2
dedicated to subject	22	<i>confrontational</i>	11	<i>over-talkative</i>	6	<i>fearful of conflict</i>	2
analytical	22	competitive	11	<i>engrossed in own area</i>	6	studious	2
meticulous	21	self-reliant	11	<i>restricted in outlook</i>	5	<i>oblivious</i>	1
logical	19	shrewd	10	<i>over-sensitive</i>	5	<i>eccentric</i>	1
challenging	18	enterprising	10	seizes opportunities	5	<i>procrastinating</i>	1
persevering	18	motivated by learning	10	creative	5	<i>unenthusiastic</i>	0
perfectionist	16	<i>resistant to change</i>	9	<i>unadventurous</i>	4	<i>manipulative</i>	0
keen to impart expertise	16	<i>sceptical</i>	9	imaginative	4	<i>absent-minded</i>	0
corrects errors	16	tough	9	impartial	4	<i>indecisive</i>	0

### **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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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**

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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.

### **Percentages**

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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**

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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.

### **Points Dropped**

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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.