# Rob Teal

## Resilience Report

**SPI completion date:** 01/03/2022
**Observer completion date:** 01/03/2022
**Number of Observers:** 6

**Colourful Company PLC**
Rainbow HR

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/Allowable Weaknesses**
Over-optimistic. Loses interest once initial enthusiasm has passed.



## Teamworker

**Strengths**
Co-operative, perceptive and diplomatic. Listens and averts friction.
**Associated/Allowable Weaknesses**
Indecisive in crunch situations. Avoids confrontation.



## Co-ordinator

**Strengths**
Mature, confident, identifies talent. Clarifies goals. Delegates effectively.
**Associated/Allowable 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/Allowable Weaknesses**
Ignores incidentals. Too pre-occupied to communicate effectively.



## Monitor Evaluator

**Strengths**
Sober, strategic and discerning. Sees all options and judges accurately.
**Associated/Allowable 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/Allowable 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/Allowable 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/Allowable Weaknesses**
Somewhat inflexible. Slow to respond to new possibilities.



## Completer Finisher

**Strengths**
Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
**Associated/Allowable 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 |

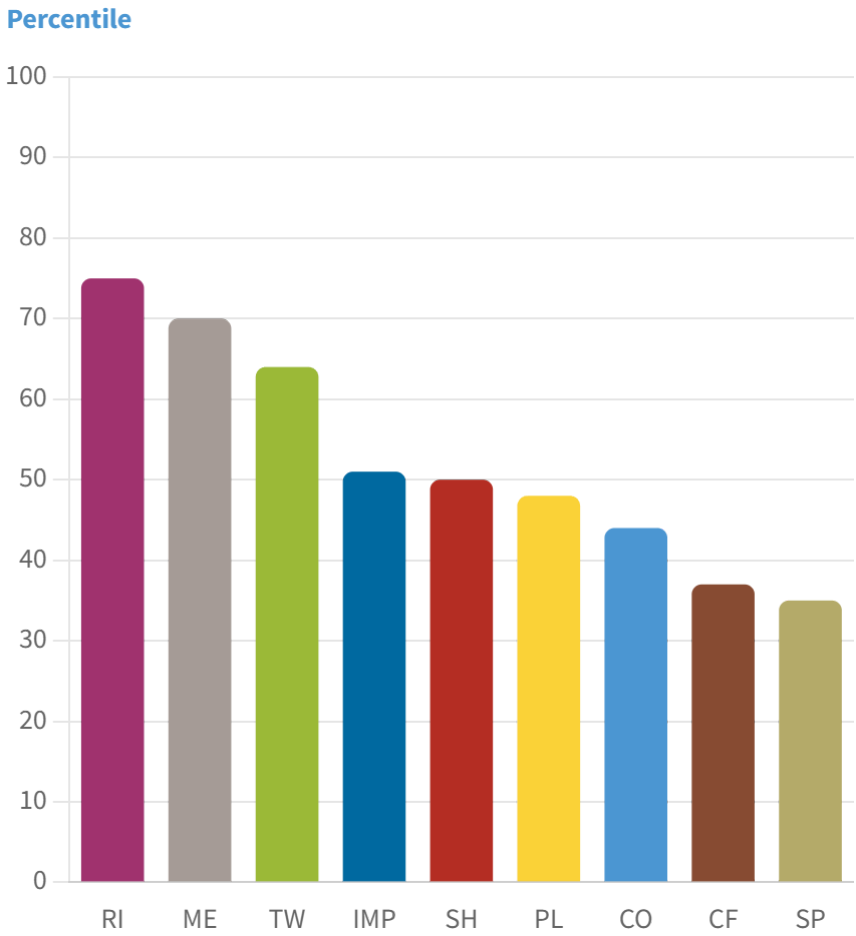
# Based on your Self-Perception and 6 Observer Assessments

Here is a reminder of your Team Role profile – this is the same as on your Individual report.

Your top Team Role strengths are Resource Investigator and Monitor Evaluator. This means that you identify significant opportunities and assess them impartially to focus on those with most value.

With Specialist as your lowest role, you might need to seek support when focused technical expertise is required.

For more information, please refer to your Belbin Individual report.




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# **Based on** your Self-Perception and 6 Observer Assessments

Resilience is the ability to recover, learn and adapt after setbacks. When we think of resilience, we often imagine grit and determination - pushing through difficulties alone. But that isn't quite right. Resilience isn't a fixed quality that some people possess and others don't.

In Belbin terms, resilience comes from knowing our strengths and understanding how to use - or access - the resources we need under pressure. Those resources often come from the relationships and support systems we build and maintain. Belbin helps us recognise the behavioural strengths we naturally rely on when things get tough. It also shows us where we may benefit from input, balance or support from others.

When we understand our strengths clearly, we can use them with intention and seek help before difficulties escalate. Resilience strengthens when we connect our self-awareness with the support available to us. It develops through collaboration, not isolation.

Knowing our Belbin strengths - and recognising when to seek support - we can develop role-aware resilience strategies, and make conscious choices that help us navigate challenges, learn and move forward with confidence.

## Leveraging your strengths

You combine quick thinking with careful analysis, making you ideally suited to make well-considered decisions in rapidly-changing situations. You are well placed to gather information and evaluate the available options to decide which will prove the best course of action in the circumstances.

## Building resilience step by step

You also appear to have the characteristics of someone who is able to bolster resilience by building relationships and fostering cohesion within the team.

## Resilience in challenging situations

Whilst your extensive network may be a source of support during challenging times, you may also find yourself experiencing network fatigue or burnout. When it comes to forging new connections, aim for quality rather than quantity. Balance your networking activities with other tasks and to allow yourself downtime to recharge.

## **Based on** 6 Observer Assessments

Resilience takes root when we are aware of our strengths and can build on what we do best.

The people around us can often see our strengths more clearly than we do, especially in challenging times. Their perspectives can remind us of the most effective ways of working when things are difficult.

Sometimes when we're under pressure, our intentions and our impact don't align. Others can help us build resilience by identifying those gaps, so we can adjust before the strain starts to build.

Belbin Observer feedback brings these two elements together: the strengths we already use well and the areas where some adjustments can make a big difference. These insights can support better performance, build stronger working relationships and improve our ability to respond well under pressure.

### Your observers see that...

- you are dependable in a crisis, bolstering resilience by providing stability during uncertain times.
- you employ your critical thinking skills to dissect complex situations and develop well-considered strategies for resilience.
- you draw on a wide range of experiences and perspectives when confronted with thorny issues and complex challenges.

### They also suggest that...

- you might avoid taking risks for fear of making mistakes. As part of developing a growth mindset, try to reframe failure as a learning opportunity. This will help you to recover from setbacks.
- you may experience frustration when you don't achieve immediate results. Look for quick wins, but ensure that expectations are realistic. It's important to acknowledge that resilience often requires time and persistence.

# Based on your Self-Perception and 6 Observer Assessments

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

## Strengths and risks of your role combination

Your resilience comes from your capacity for gathering information, exploring possibilities and judging them impartially. Difficulties may arise when enthusiasm leads to more opportunities than you can assess.

## Who to work with

You don't appear to have the characteristics of a subject expert who can rely on their expertise to handle complex problems. This may reduce your confidence in dealing with technical challenges. To boost your resilience, work with those who provide this depth of knowledge to inform potential solutions.

## Here are three ways to strengthen your resilience

### Gather options, then apply judgement

If you find yourself caught between enthusiasm and caution, pause and allow your curiosity to identify new possibilities first. Then make a conscious shift towards vetting options, so that you feel confident and grounded in both modes of operation.

### Leverage your networks to foster clarity and strengthen relationships

Use your natural rapport with others to work through potential ideas and options. This will help you to maintain a balance between pace and diligence.

### Use check-ins to ensure momentum and consistency

Plan next steps or schedule check-ins with other team members to ensure that you don't become distracted or fall into over-analysing. This will help you stay in control, give you confidence in your decision-making and support resilience during uncertainty.

## Building resilience with Belbin

Resilience is built when we understand how others work and approach problems. Each Belbin Team Role brings unique strengths, as well as different pressures and challenges. By recognising and supporting these, we can help build individual and team confidence, and enable teams to adapt to change and perform at their best.

Resource Investigator, Teamworker and Co-ordinator are the social roles. People with high social roles tend to approach resilience through connection and collaboration. Their primary concern is usually how change, challenge, or pressure will affect the people involved – team cohesion, communication, and shared purpose. When faced with difficulty, they are inclined to maintain networks, seek out support, and keep the working environment steady enough for the team to function. Their resilience comes from ensuring that the team has the emotional and interpersonal resources to adapt.



As natural optimists, Resource Investigators can boost team morale in challenging times. Support their enthusiasm and harness their ability to build and maintain networks as a source of information, resources and support during times of uncertainty. Encourage them to prioritise quality connections over quantity to avoid frustration when opportunities are limited.



During stressful times, Teamworkers are likely to be most concerned with harmony in the team. Offer reassurance and encourage them to speak up if they feel that team relationships are being compromised. Support their sense of belonging to enable them to remain resilient when faced with conflict, which is likely to feel uncomfortable to them.



Clarity of role and effective delegation are essential for working effectively under pressure. Support Co-ordinators in playing their part by enabling them to bring people together to clarify objectives and achieve consensus. This will help improve the team's confidence in challenging circumstances.



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## Building resilience with Belbin

Plant, Monitor Evaluator and Specialist are the thinking roles. People with high thinking roles build resilience through ideas, knowledge and analysis. Their main concern tends to be whether the logic, concept or understanding behind a situation is sound enough to withstand pressure. When difficulties arise, they are likely to step back, reframe the problem, assess risks, and ensure decisions are grounded in evidence or expertise. Their resilience is rooted in clarity – resolving ambiguity, identifying potential gaps early, and developing solutions that prevent issues from escalating. They cope best when they have the space to think, interpret, and bring order to complexity.



Creativity can be invaluable during times of uncertainty, but structure and boundaries are needed to support resilience. When working with Plants, keep the lines of communication open to ensure that their creative capacity is tightly focused on the problems the team needs to solve, and explain in advance that ideas may be challenged or not adopted, to enable progress without frustration or burnout.



Critical thinking helps avoid costly mistakes, but too much analysis can stall progress. Support Monitor Evaluators by acknowledging the value of their approach and setting reasonable time limits for decision-making upfront. This enables resilience by combining caution with timely action when circumstances demand.



Expertise is invaluable during complex challenges, but too narrow a focus can limit adaptability or lead to oversights. Encourage Specialists to embrace continuous learning and to share knowledge and collaborate with others to broaden perspectives. This strengthens resilience by combining depth with flexibility.



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## Building resilience with Belbin

Shaper, Implementer and Completer Finisher are the action roles. People with high action roles approach resilience through process, momentum, and delivery. Their prevailing concern is whether the team can keep moving, maintain standards, and avoid losing grip on responsibilities and timelines. When under pressure, they tend to respond by tightening focus, raising pace, and removing obstacles to progress. Their resilience comes from structure, discipline, and the belief that purposeful action stabilises uncertainty. They regain control by clarifying next steps, restoring order through process, and ensuring that commitments are followed through, even under difficult conditions.



Shapers respond well to pressure and provide the necessary drive to keep momentum. To build resilience, help them to channel their urgency and determination constructively, whilst also ensuring that they allow space for others' input. This can reduce stress and conflict while ensuring that the pace of progress is sustainable.



Structure provides stability, but rigidity can hinder resilience. To support Implementers, provide clear plans and realistic timelines where possible. Build flexibility into processes to help boost Implementers' resilience when met with disruption to routines or systems. This helps maintain reliability while allowing the team to adapt to new demands.



Completer Finishers often feel pressure to achieve perfection, even in difficult situations. To support Completer Finishers, recognise their attention to detail and how it safeguards quality. Agree on realistic standards and workload to reduce stress and prevent burnout.



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