

**BELBIN®**










# Belbin Team Role Report for

John Doe

3Circle Partners  
January 2012 Belbin Report



## Team Role Summary Descriptions

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

## John Doe

### Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

**This report is based on your Self-Perception plus 5 Observer Assessments.**

	1	2	3	4	5	6	7	8	9
John Doe's Self-Perception	TW	CO	RI	SP	PL	CF	SH	ME	IMP
Observers:									
Observer 1	RI	CO	PL	ME	SH	TW	SP	IMP	CF
Observer 2	SP	RI	TW	PL	CO	CF	SH	ME	IMP
Observer 3	CO	RI	PL	TW	CF	IMP	SH	ME	SP
Observer 4	PL	RI	CO	TW	SH	SP	ME	IMP	CF
Observer 5	PL	RI	SP	CO	SH	TW	IMP	CF	ME
Observers' Overall Views	RI	PL	CO	TW	SP	SH	ME	IMP	CF

Your Overall Team Role Composition	RI	CO	TW	PL	SP	SH	ME	IMP	CF
									

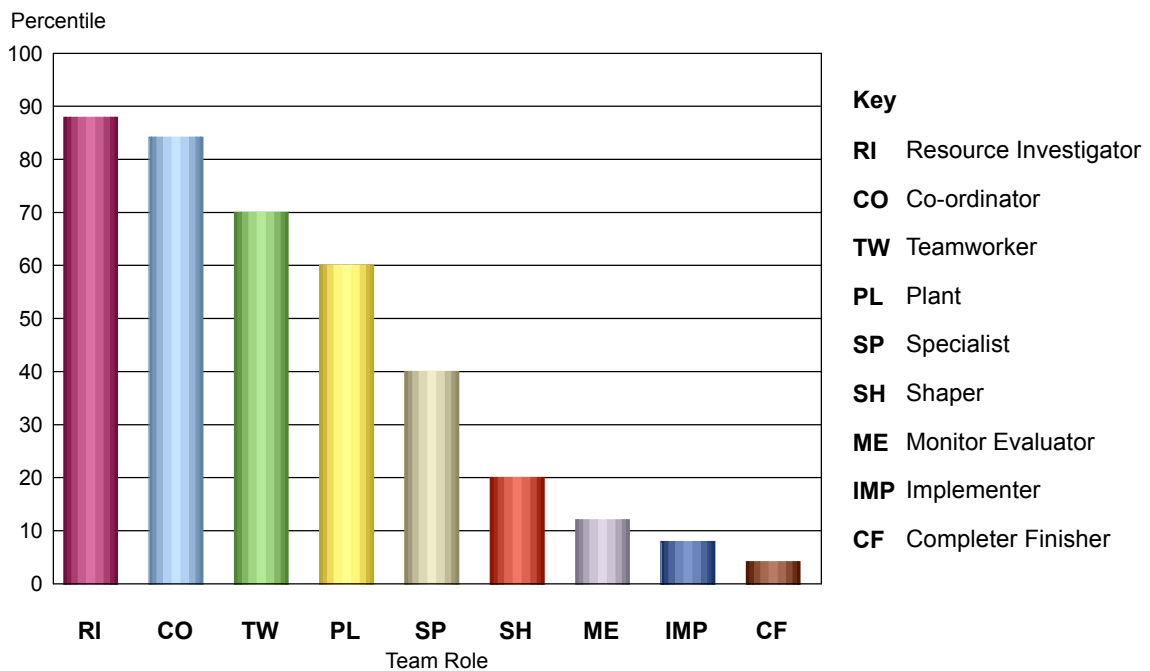
While there is general agreement between your own views and those of your observers as to your Team Role strengths, there are also some discrepancies. If you feel strongly that you have more to offer in the Team Roles you have identified, it is up to you to declare your preferences in these areas.

*This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.*

## John Doe Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

**This report is based on your Self-Perception plus 5 Observer Assessments.**



*The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.*

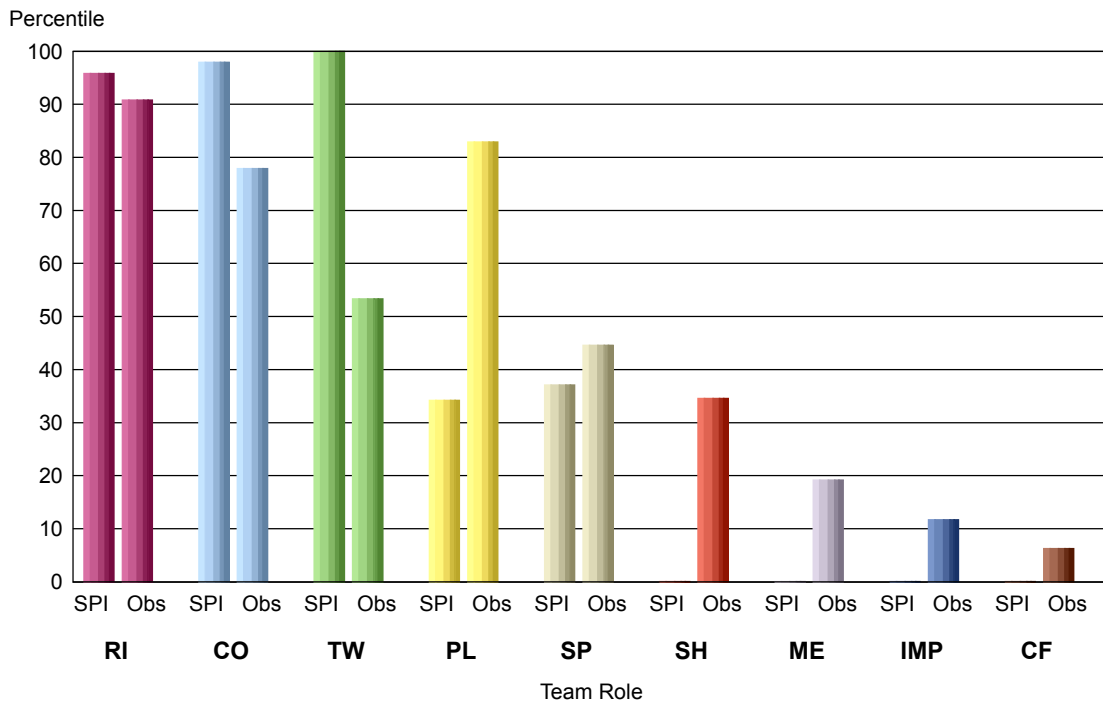
*This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.*

## John Doe

### Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

**This report is based on your Self-Perception plus 5 Observer Assessments.**




Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
<b>RI</b>	Resource Investigator	96	91
<b>CO</b>	Co-ordinator	98	78
<b>TW</b>	Teamworker	100	53
<b>PL</b>	Plant	34	83
<b>SP</b>	Specialist	37	45
<b>SH</b>	Shaper	0	35
<b>ME</b>	Monitor Evaluator	0	19
<b>IMP</b>	Implementer	0	12
<b>CF</b>	Completer Finisher	0	6

## John Doe

### Your Team Role Preferences

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

**This report is based upon your Self-Perception only.**

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	· <b>X</b> ·	.	.	.	.	.	.	.	 <b>Plant</b>
.	.	.	.	.	.	.	.	.	.	· <b>X</b> ·	 <b>Resource Investigator</b>
.	.	.	.	.	.	.	.	.	.	· <b>X</b> ·	 <b>Co-ordinator</b>
<b>X</b>	.	.	.	.	.	.	.	.	.	.	 <b>Shaper</b>
<b>X</b>	.	.	.	.	.	.	.	.	.	.	 <b>Monitor Evaluator</b>
.	.	.	.	.	.	.	.	.	.	· <b>X</b> ·	 <b>Teamworker</b>
<b>X</b>	.	.	.	.	.	.	.	.	.	.	 <b>Implementer</b>
<b>X</b>	.	.	.	.	.	.	.	.	.	.	 <b>Completer Finisher</b>
.	.	.	· <b>X</b> ·	.	.	.	.	.	.	.	 <b>Specialist</b>

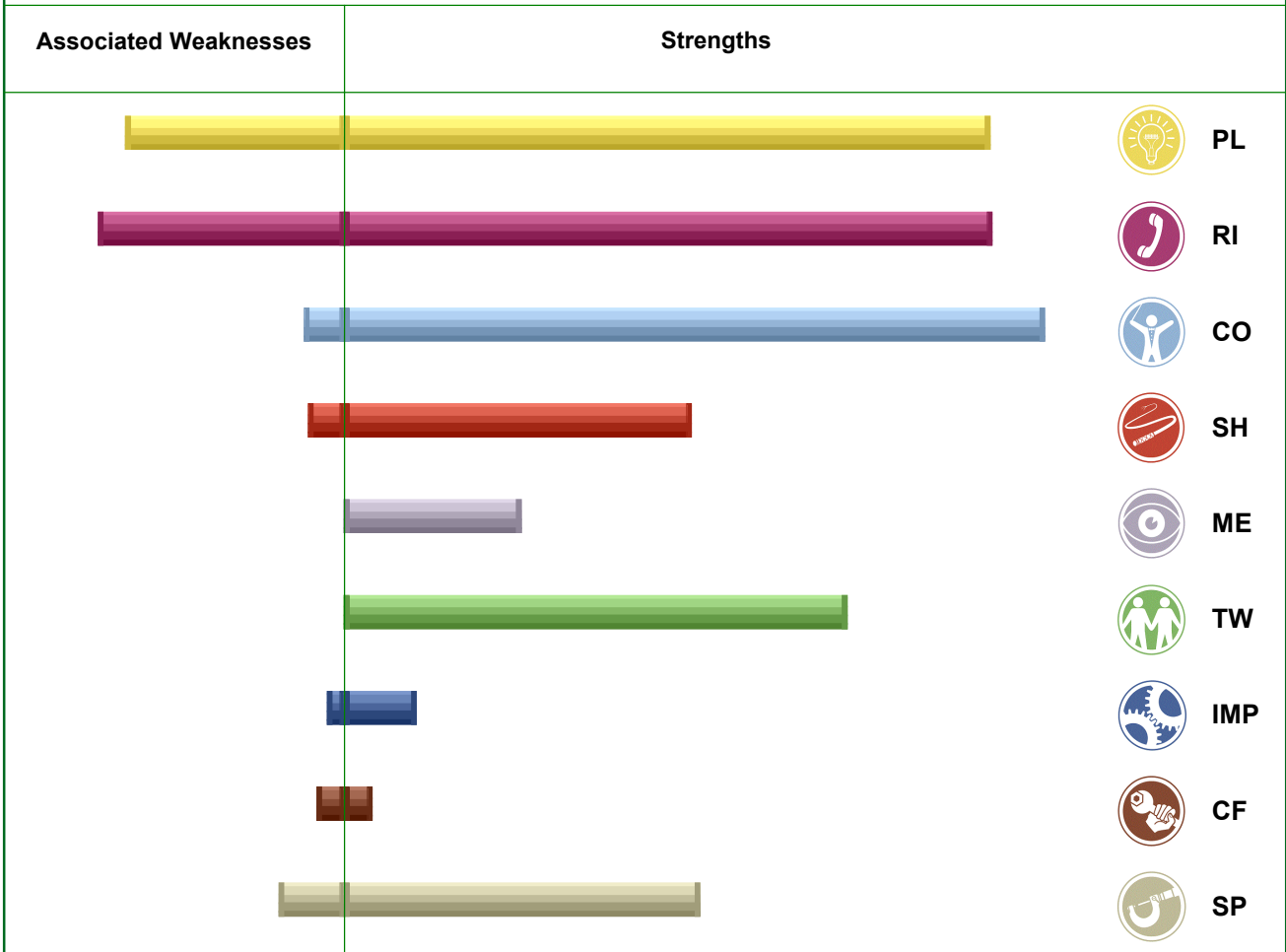
**Dropped Points percentile: 0**

## John Doe

### Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

**This report is based on 5 Observer Assessments.**



## John Doe

### List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

#### This report is based on 5 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

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



## John Doe

### Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

#### **This report is based on your Self-Perception plus 5 Observer Assessments.**

You are someone who is well-placed to help develop opportunities by meeting people and finding out what is going on in other places. Within the organisation, you are likely to take a leading role in helping employees to contribute as fully as their capabilities allow to the achievement of the overall objectives. Your ability to communicate effectively is your greatest strength.

If you encounter problems, it could be because you allow enthusiasm and optimism to run away with you, without a reality check. There is a further risk that, in your desire to communicate, you are inclined to talk too much and neglect the significance of silence on the part of others which can hide unexpressed opposition. Once you realise this, there is every prospect that you will deal with the matter very effectively.

On the whole, you will be happiest working with those who interact freely and without reservation, allowing you to develop ideas. With you as a manager, any team should grow to become greater than its individual parts with each individual contributing and communicating effectively. You would work best for a manager who acts as a grounded adviser, offering a cautionary approach to new ventures and helping you towards the best decisions when you are faced with a large number of options.

Your working style should be one of facilitating innovation and progress by using all resources at your disposal – including other team members – and by using your social skills to encourage and enthuse others.

You also seem to have a propensity for taking an interest in, and caring for, others. Focus on cultivating a good atmosphere in the team by developing good relationships with others and offer to take on work which seems to have fallen through the gaps. Your efforts should earn you not only popularity but also a reputation as a considerate, diplomatic individual who can be relied upon to keep things running smoothly.

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.

## Glossary of Terms

### Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her 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 his or her 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, offering advice on managing this.

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