










Belbin Team Reports for

Sample Team



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.

Team: Sample Team

Overview of Team Composition

This report shows Team Roles in order from most prominent (column 1) to least (column 9) for each person in the team. For each individual, the first line shown denotes views from Self-Perception; the second shows combined Observer views and the third shows the overall composition.

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

Name	1	2	3	4	5	6	7	8	9
Blue, Dave									
SPI completed on 27/01/2012									
Self-Perception	PL	CF	ME	CO	TW	SH	SP	RI	IMP
Observations (4)	PL	CO	SH	IMP	CF	ME	TW	SP	RI
Overall	PL	CO	CF	SH	ME	TW	SP	IMP	RI
Brown, Stuart									
SPI completed on 27/01/2012									
Self-Perception	ME	CF	PL	TW	IMP	SP	RI	SH	CO
Observations (4)	ME	CF	PL	SP	TW	IMP	RI	CO	SH
Overall	ME	CF	PL	TW	SP	IMP	RI	CO	SH
Green, Peter									
SPI completed on 27/01/2012									
Self-Perception	CF	TW	RI	SP	PL	ME	IMP	SH	CO
Observations (4)	TW	RI	CF	CO	PL	IMP	ME	SP	SH
Overall	TW	RI	CF	PL	SP	CO	ME	IMP	SH
Pink, Jo									
SPI completed on 23/01/2012									
Self-Perception	SH	CO	RI	IMP	PL	TW	CF	ME	SP
Observations (6)	CO	SH	RI	TW	PL	IMP	ME	CF	SP
Overall	CO	SH	RI	PL	TW	IMP	CF	ME	SP
Purple, Jill									
SPI completed on 27/01/2012									
Self-Perception	IMP	TW	CF	CO	SP	ME	PL	RI	SH
Observations (4)	CF	IMP	TW	CO	ME	SP	PL	RI	SH
Overall	CF	IMP	TW	CO	ME	SP	PL	RI	SH
Yellow, Victoria									
SPI completed on 27/01/2012									
Self-Perception	SP	CF	IMP	ME	SH	PL	CO	TW	RI
Observations (4)	SP	PL	SH	ME	CF	RI	IMP	TW	CO
Overall	SP	CF	ME	IMP	PL	SH	RI	CO	TW

Team: Sample Team

Team Contributions

Particular individuals will need to be brought in at the right time if the team is to be fully effective. This report offers suggestions as to who should take on the work of each Team Role within the team. Some roles are shared; some individuals are suggested to play more than one role.

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



When some new line of thought is desired, ask Dave Blue.



When the team needs to exploit new opportunities, turn to Peter Green, and Jo Pink.



When someone is needed to orchestrate team effort, call on Jo Pink. Also involve Dave Blue.



When there is a need to increase the pace and arrive at decisions, you can count on Jo Pink.



When the team needs someone to choose between competing options, seek advice from Stuart Brown.



When arguments break out and team atmosphere needs to be improved, try to involve Peter Green, and Jill Purple.



When decisions need to be turned into workable procedures, turn to Jill Purple.



When it is imperative that plans are completed to the highest standards, a key part can be played by Peter Green, Jill Purple, and Victoria Yellow.

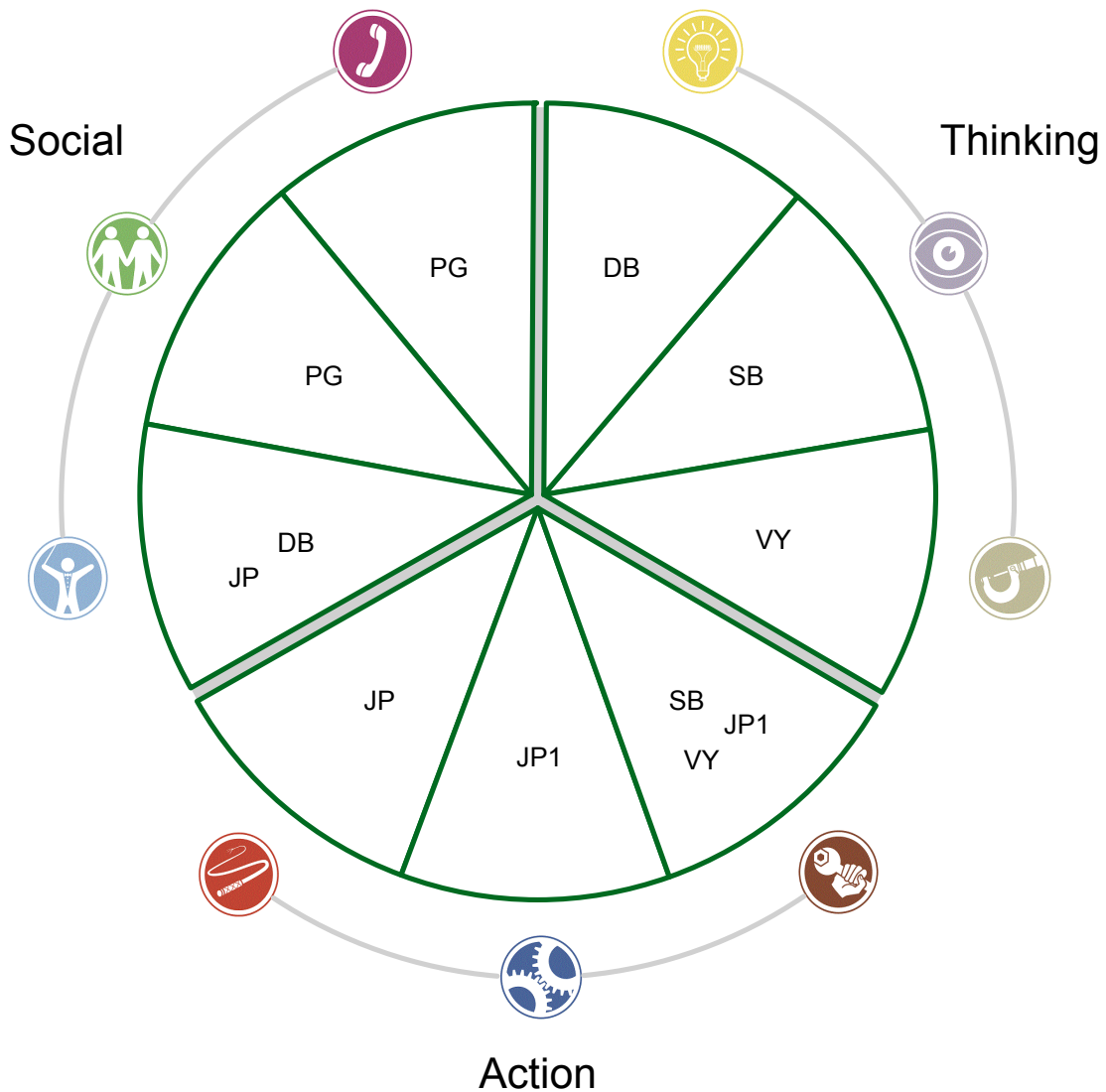


When the team needs someone to research a subject in depth and gain the expertise the team requires, ask Victoria Yellow.

Team: Sample Team Team Role Circle

This report shows the top two Team Role contributions for each team member by showing their initials in the relevant segment of the circle (a key of team members is provided below). The positioning of an individual's initials within a particular segment has no significance.

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



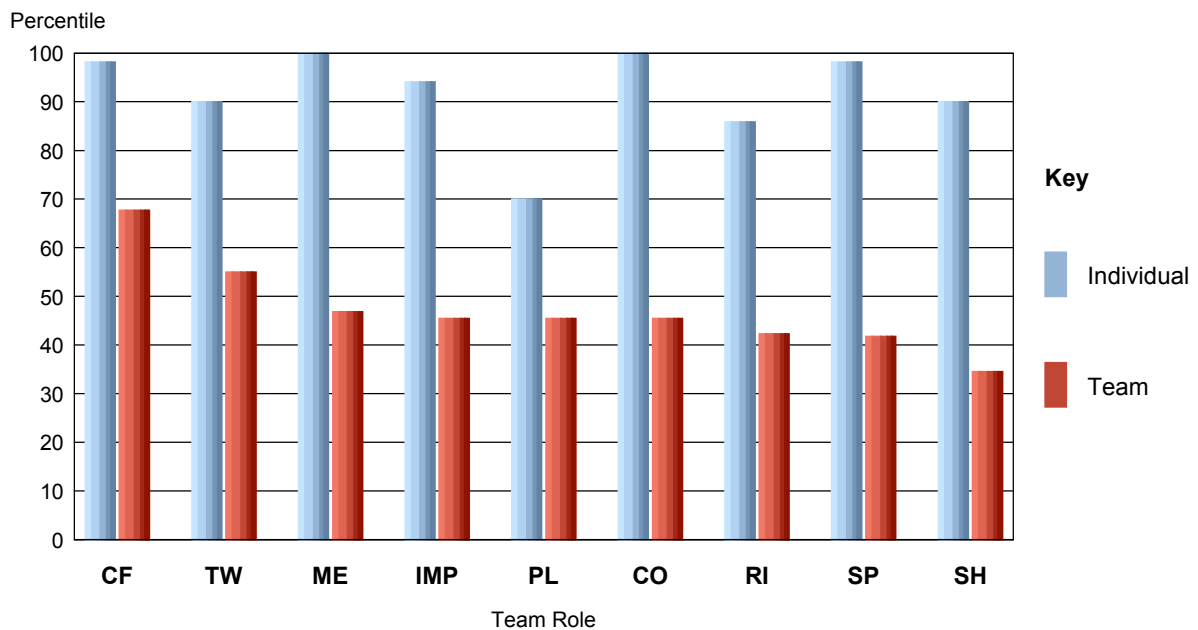
Key to Candidates

- Dave Blue (DB)
- Stuart Brown (SB)
- Peter Green (PG)
- Jo Pink (JP)
- Jill Purple (JP1)
- Victoria Yellow (VY)

Team: Sample Team Individuals in the Team

This bar graph shows the percentile score for the strongest individual in the team for a given Team Role, compared with the team's average percentile score for that role. The further apart the individual and team average scores are for any Team Role, the greater is the team's dependence on one person to fulfil the role in question.

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



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

- CF** Jill Purple
- TW** Peter Green, Jill Purple
- ME** Stuart Brown
- IMP** Jill Purple
- PL** Dave Blue
- CO** Jo Pink
- RI** Peter Green
- SP** Victoria Yellow
- SH** Jo Pink

Team: Sample Team

Strong Examples of Team Roles

This report shows strong examples of Team Roles in the team in alphabetical order. A strong example of a Team Role is someone who has a clear idea of his or her Team Role preferences, has a good level of agreement between Self-Perception and Observer views (if applicable) and displays considerably more positive than negative behaviours for that role.

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

The following are strong examples of each Team Role:

**Resource Investigator:**

Peter Green
Jo Pink

**Co-ordinator:**

Jo Pink

**Shaper:**

Jo Pink

**Monitor Evaluator:**

Stuart Brown

**Teamworker:**

Peter Green
Jill Purple

**Implementer:**

Jill Purple

**Completer Finisher:**

Peter Green
Jill Purple
Victoria Yellow

**Specialist:**

Victoria Yellow

This report is continued on the following page.

Team: Sample Team

Strong Examples of Team Roles

This report shows strong examples of Team Roles in the team in alphabetical order. A strong example of a Team Role is someone who has a clear idea of his or her Team Role preferences, has a good level of agreement between Self-Perception and Observer views (if applicable) and displays considerably more positive than negative behaviours for that role.

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

There are no strong examples of the following Team Roles:



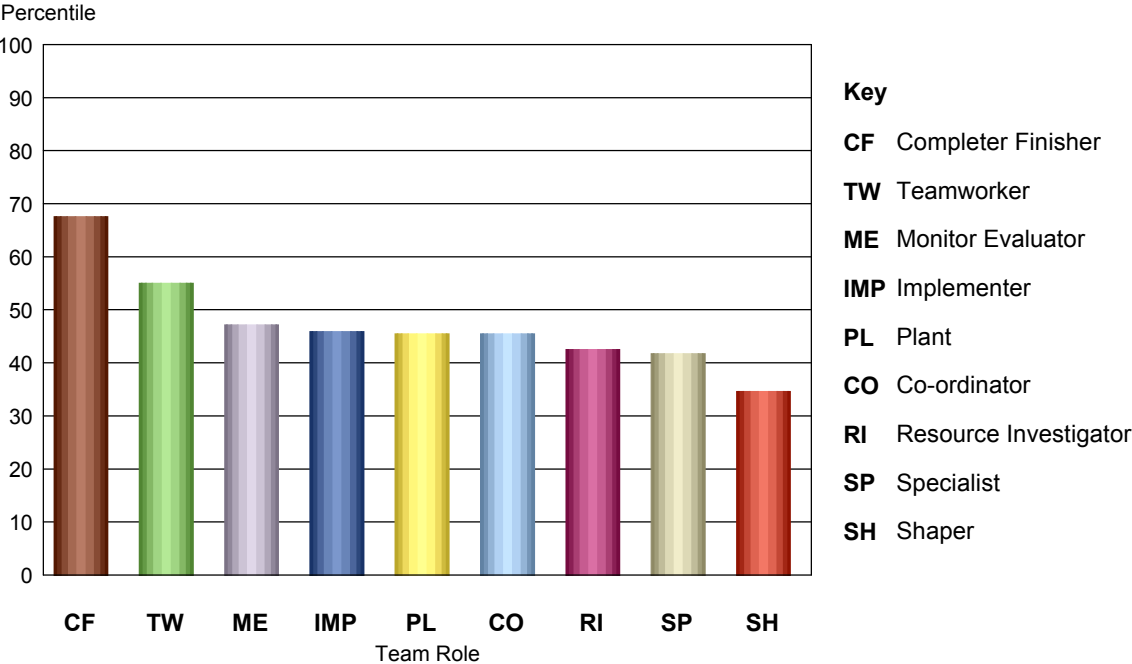
Plant

Team: Sample Team Team Role Averages

This report shows the team average for each Team Role. The information below describes the possible positive and negative implications of the Team Role "culture".

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

This team has a strong service orientation with a willingness to do what is needed and to do it well. This combination will be invaluable, given the right setting. However, much will depend on whether it has been brought together for an assignment that is well-devised and well-understood from the outset. Failing that, the question is whether there is one strong creative person within the team who will take the lead. If not, then this team may lack direction.



The best scenario is of a team that will make a thorough job of any work taken on and be keen to ensure that standards are maintained. This team will strive for perfection and aim to achieve the highest professional reputation.

This team is likely to avoid any risk of conflict, but in so doing it may back away from taking difficult decisions. The team may need someone willing to take on a leading role in driving its members forward or who is prepared to stand up and take a strong minority view.

Team: Sample Team

Overall Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which apply to a particular individual. This report accumulates the ticks received for each word for all team members, in descending order. Words which denote associated Team Role weaknesses are shown in italics.

This report is based on 26 Observer Assessments.

caring	23	persuasive	6
helpful	20	dedicated to subject	6
encouraging of others	19	inventive	5
accurate	16	enterprising	5
confident and relaxed	16	motivated by learning	4
consultative	15	<i>eccentric</i>	4
corrects errors	14	<i>absent-minded</i>	4
perfectionist	13	meticulous	4
inquisitive	13	<i>impulsive</i>	4
broad in outlook	13	<i>territorial</i>	3
logical	13	<i>manipulative</i>	3
studious	11	<i>frightened of failure</i>	3
realistic	11	persevering	3
perceptive	11	<i>resistant to change</i>	3
practical	11	<i>over-delegating</i>	3
efficient	11	<i>sceptical</i>	2
conscious of priorities	11	<i>over-talkative</i>	2
reliable	11	<i>over-sensitive</i>	2
hard-driving	10	<i>inflexible</i>	2
outspoken	10	<i>inconsistent</i>	2
outgoing	10	<i>confrontational</i>	2
free-thinking	10	<i>reluctant to allocate work</i>	2
competitive	10	<i>unenthusiastic</i>	2
keen to impart expertise	10	<i>pushy</i>	2
creative	9	<i>uninvolved with specifics</i>	2
seizes opportunities	9	<i>impatient</i>	2
challenging	9	tough	1
diplomatic	9	<i>restricted in outlook</i>	1
analytical	9	<i>oblivious</i>	1
disciplined	8	<i>fussy</i>	1
methodical	8	<i>fearful of conflict</i>	1
imaginative	7	<i>unadventurous</i>	1
shrewd	7	<i>procrastinating</i>	1
original	6	<i>engrossed in own area</i>	1
impartial	6	willing to adapt	0
self-reliant	6	<i>indecisive</i>	0

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%.

Glossary of Terms

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

In the Self-Perception Inventory, there are a number of control questions which do not relate to a particular Team Role. Your Points Dropped score reflects how many points you allocated to these control questions. You may achieve a high Points Dropped score if you are new to a team or job or if you are unsure of your position within the team. More specific feedback on this topic is provided in the “Understanding your contribution” section of the report: “Enhancing your Team Role performance”.