BELBIN®

Sample Team

Belbin Team Report

Number of Candidates: 6

Number of Observers: 26

Colourful Company PLC
Rainbow HR
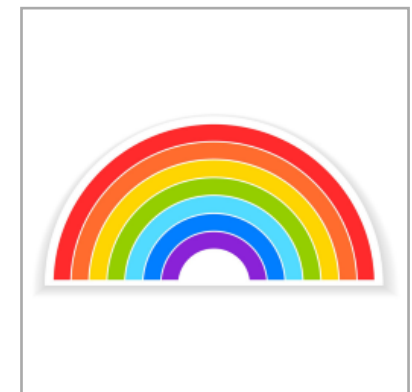
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Belbin has identified nine different clusters of behaviour - contributions that people can make at work. These are called the Belbin Team Roles. Each role has strengths (the contribution made by playing that role) and associated weaknesses (the potential 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

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
Jo Pink									
SPI completed on 05/05/2021									
Self-Perception	SH	CO	RI	PL	IMP	TW	CF	SP	
Observations (6)	CO	RI	SH	TW	PL	IMP	ME	CF	SP
Overall	**CO**	**RI**	**SH**	**TW**	**PL**	**IMP**	**CF**	**ME**	**SP**
Peter Green									
SPI completed on 05/05/2021									
Self-Perception	CF	RI	TW	PL	SP	ME	SH	CO	IMP
Observations (4)	TW	RI	CF	CO	PL	IMP	ME	SP	
Overall	**TW**	**RI**	**CF**	**PL**	**CO**	**SP**	**ME**	**IMP**	**SH**
Victoria Yellow									
SPI completed on 05/05/2021									
Self-Perception	SP	CF	IMP	PL	ME	SH	CO		
Observations (4)	SP	PL	CF	ME	RI	SH	IMP	TW	CO
Overall	**SP**	**CF**	**PL**	**ME**	**IMP**	**SH**	**RI**	**TW**	**CO**
Stuart Brown									
SPI completed on 05/05/2021									
Self-Perception	ME	PL	CF	TW	SP	RI	IMP	SH	
Observations (4)	ME	TW	CF	PL	SP	IMP	RI	CO	
Overall	**ME**	**PL**	**CF**	**TW**	**SP**	**IMP**	**RI**	**CO**	**SH**

RI	TW	CO	PL	ME	SP	SH	IMP	CF
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	1	2	3	4	5	6	7	8	9
Jill Purple									
SPI completed on 05/05/2021									
Self-Perception	CF	TW	IMP	CO	PL	SP	ME	SH	RI
Observations (4)	CF	IMP	TW	CO	ME	SP			
Overall	**CF**	**TW**	**IMP**	**CO**	**ME**	**SP**	**PL**	**SH**	**RI**
Dave Blue									
SPI completed on 05/05/2021									
Self-Perception	PL	SH	CO	ME	CF	TW	SP	RI	IMP
Observations (4)	CO	IMP	TW	PL	CF	SP	ME	SH	RI
Overall	**PL**	**CO**	**TW**	**CF**	**ME**	**IMP**	**SH**	**SP**	**RI**

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

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.

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

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

When someone is needed to orchestrate team effort, call on: **Jo Pink** and **Dave Blue**.

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

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

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

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

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: **Jill Purple**, **Peter Green** and **Victoria Yellow**.

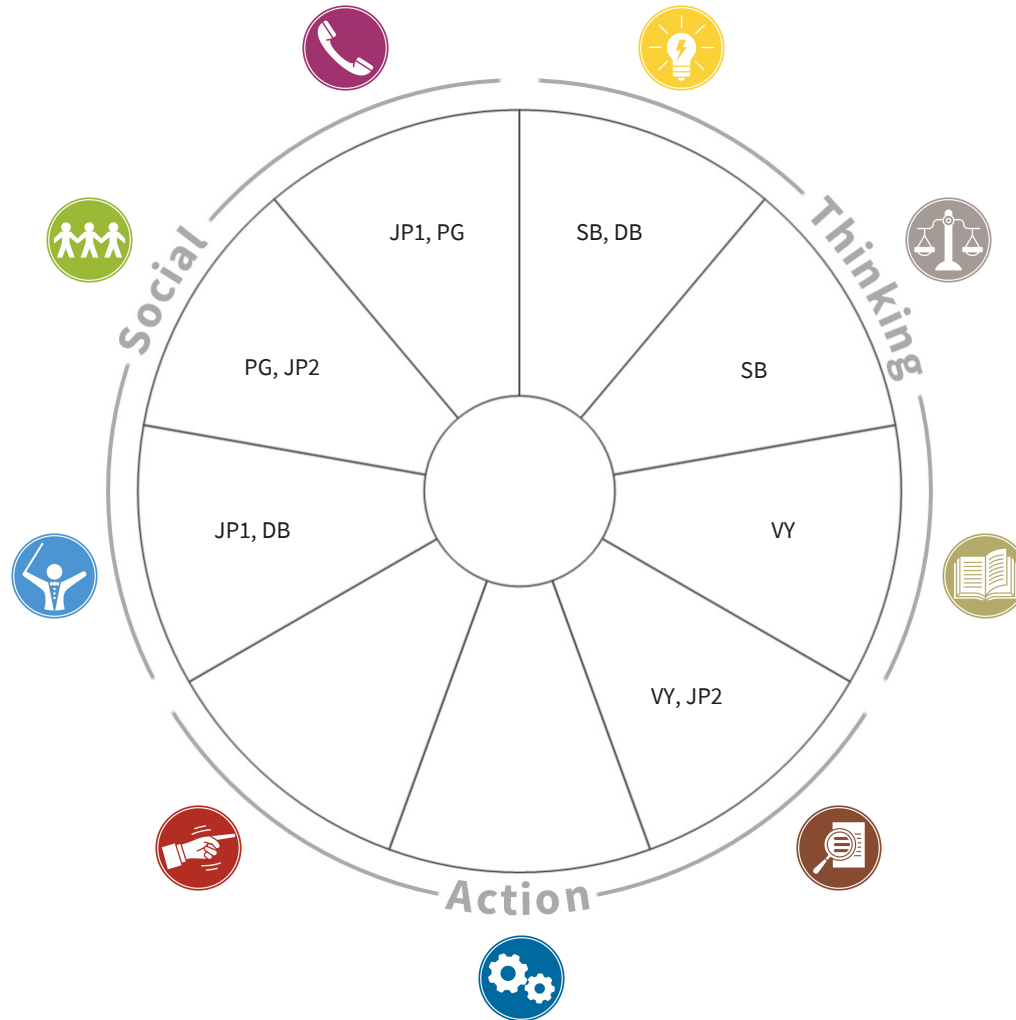| RI	TW	CO	PL	ME	SP	SH	IMP	CF
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on Self-Perception and Observer Assessments

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.

Social

Thinking

Action

JP1, PG

SB, DB

PG, JP2

SB

JP1, DB

VY

VY, JP2

Key:

JP1 - Jo Pink
PG - Peter Green
JP2 - Jill Purple
DB - Dave Blue
SB - Stuart Brown
VY - Victoria Yellow

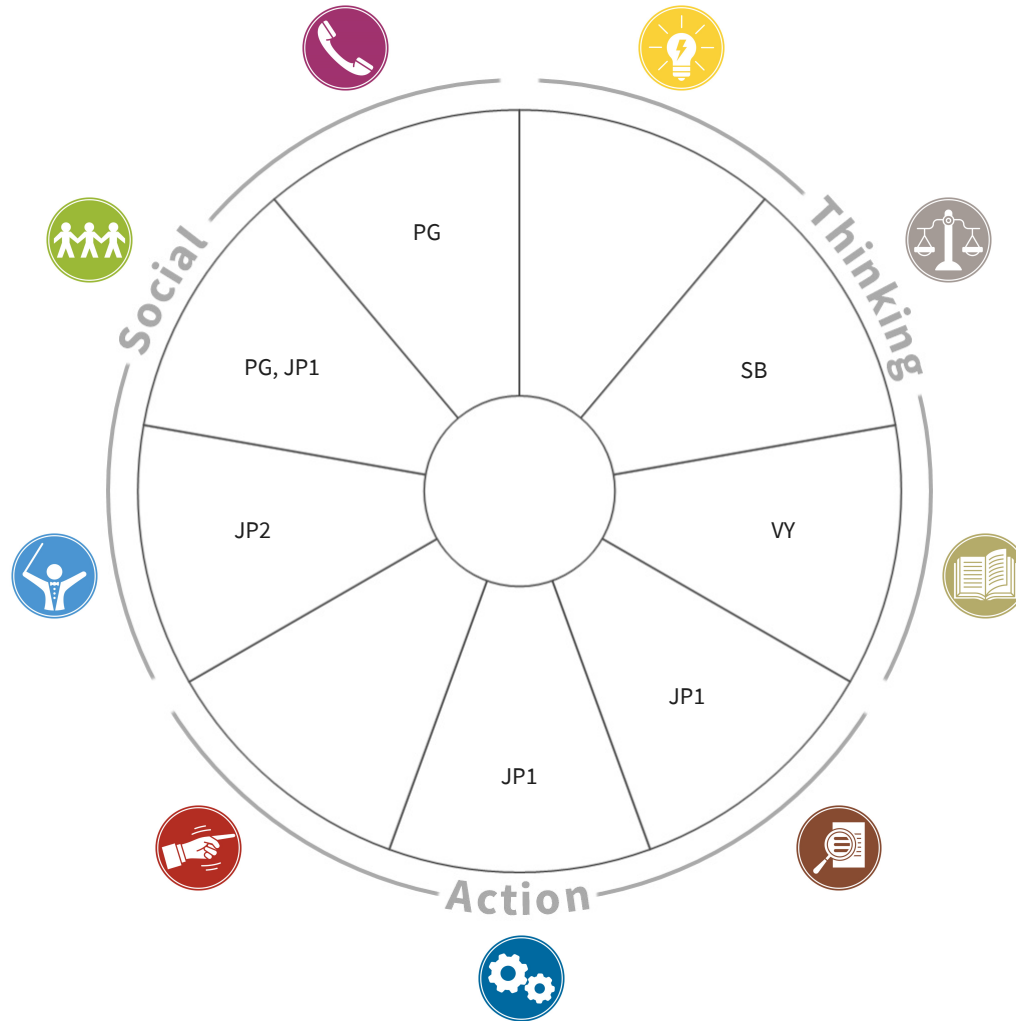| RI	TW	CO	PL	ME	SP	SH	IMP	CF
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on Self-Perception and Observer Assessments

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.

Social

Thinking

Action

PG

PG, JP1

SB

JP2

VY

JP1

JP1

Key:

PG - Peter Green
JP1 - Jill Purple
JP2 - Jo Pink
SB - Stuart Brown
VY - Victoria Yellow

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

Based on 6 Self-Perceptions and 26 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 - Peter Green

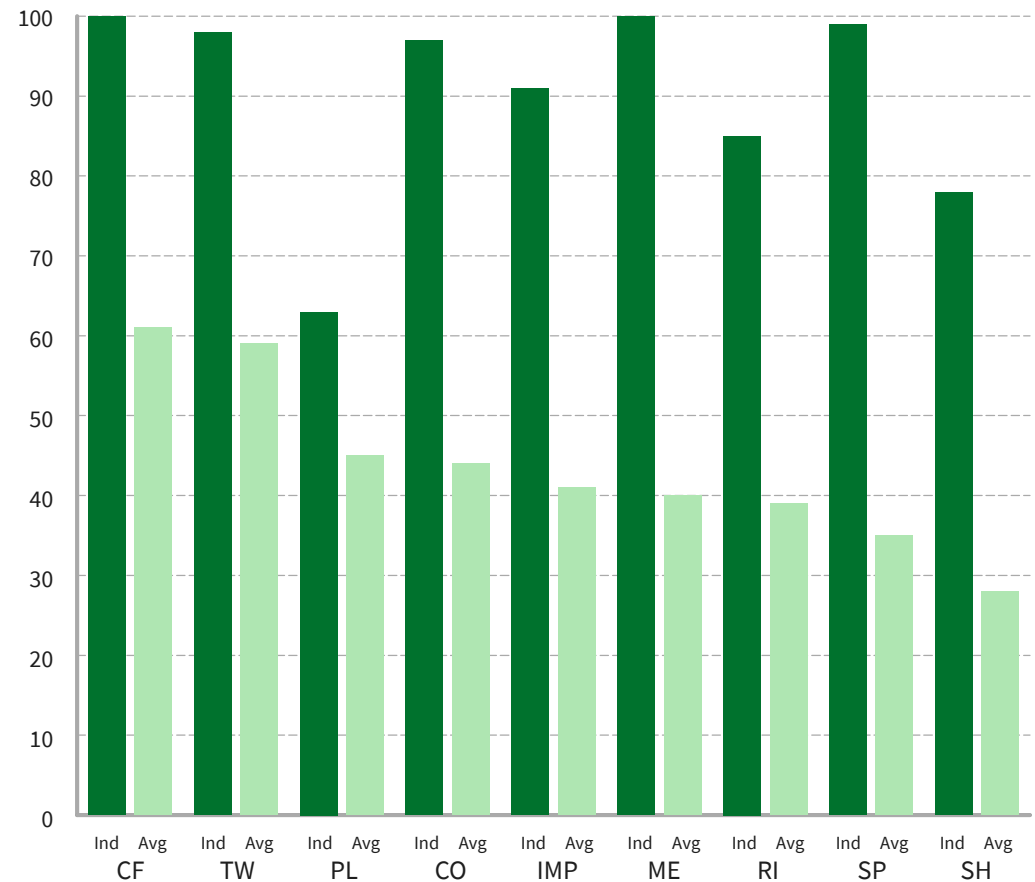**TW** - Jill Purple

CO - Jo Pink

PL - Victoria Yellow

ME - Stuart Brown

SP - Victoria Yellow

SH - Jo Pink

IMP - Jill Purple

CF - Jill Purple

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 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

Peter Green

Teamworker

Peter Green, Jill Purple

Co-ordinator

Jo Pink

Plant

There are no strong examples of this Team Role.

Monitor Evaluator

Stuart Brown

Specialist

Victoria Yellow

Shaper

There are no strong examples of this Team Role.

Implementer

Jill Purple

Completer Finisher

Jill Purple

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

## **Based on** 6 Self-Perceptions and 26 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.

This team has a strong service orientation with a willingness to do what is needed and to do it well. 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 a reputation for accuracy and attention to detail.

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.

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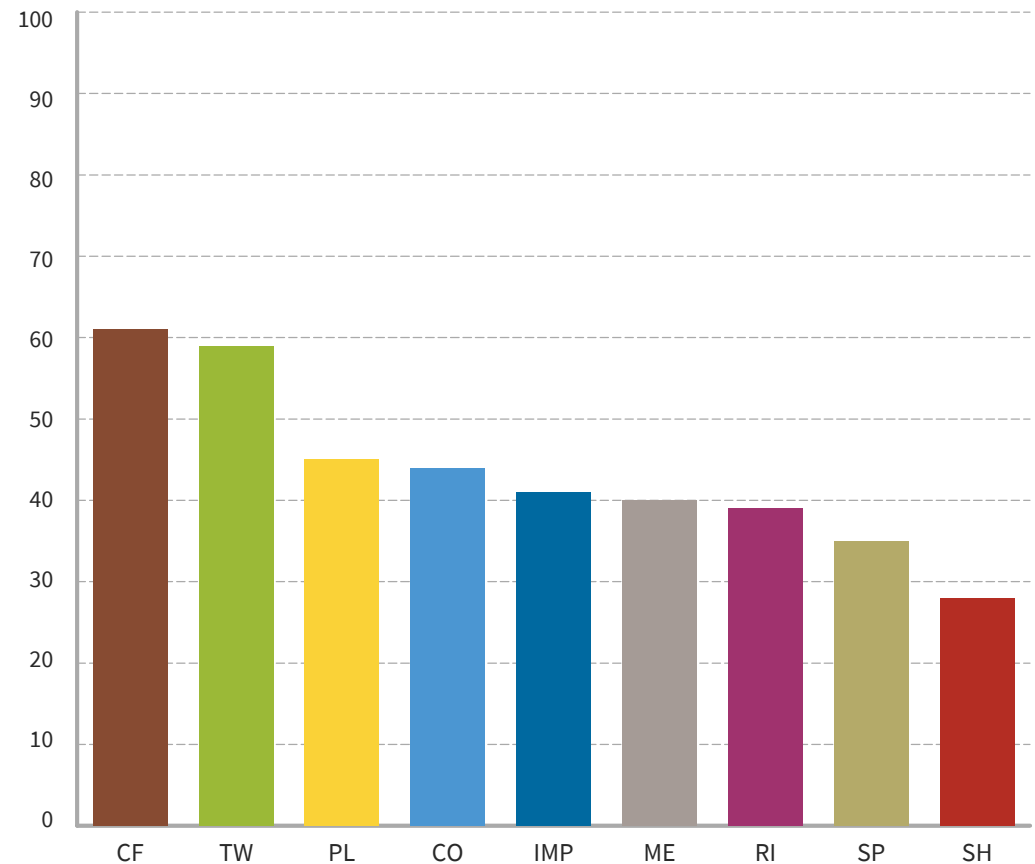
RI	**TW**	**CO**	**PL**	**ME**	**SP**	**SH**	**IMP**	**CF**
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on 26 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.

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

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.