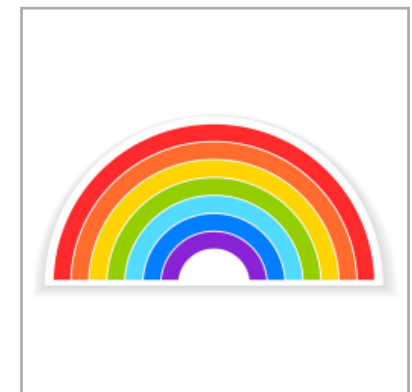




# Sample WR

## Belbin Working Relationships Report

Colourful Company PLC  
Rainbow HR



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.

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## Based on Self-Perception and Observer Assessments

Jo Pink is the manager of Stuart Brown.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful providing Jo Pink respects and heeds Stuart Brown's advice. The only danger is that this relationship might spend excessive time on theoretical issues.

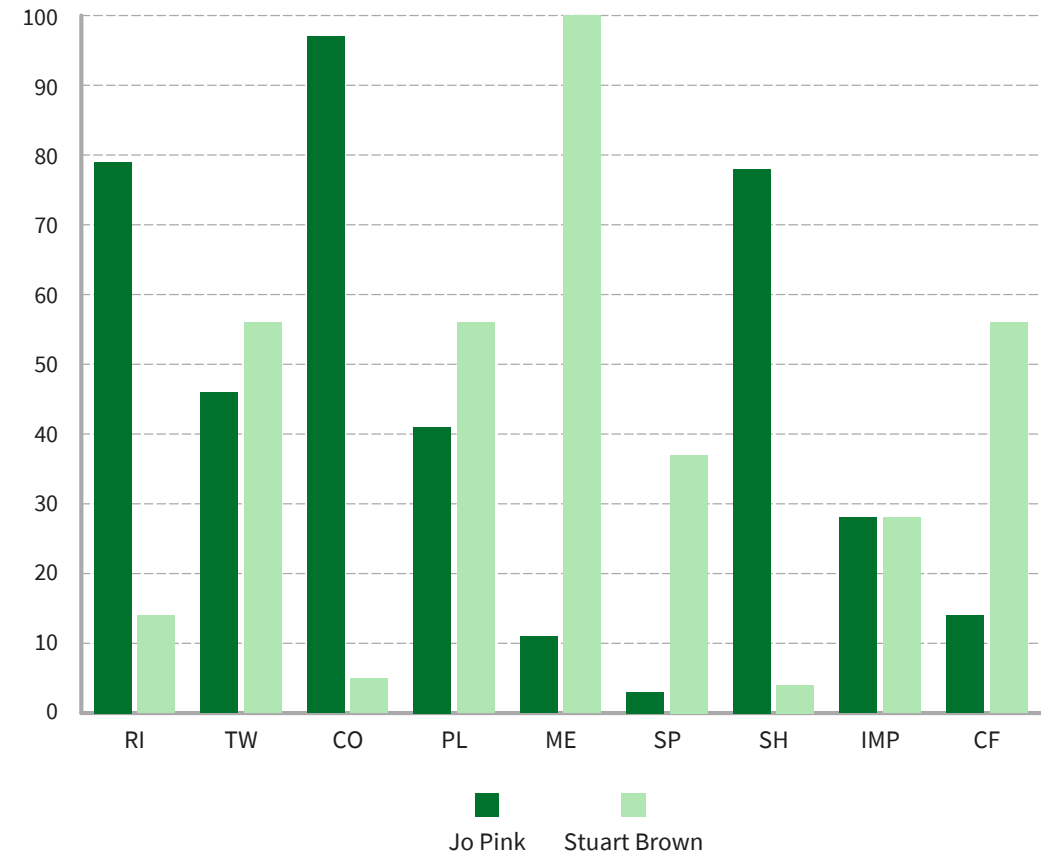
Looking at the second Team Roles, Jo Pink and Stuart Brown may get on well provided Jo Pink pays enough attention and spends enough time on Stuart Brown's ideas. This duo will be best deployed at the beginning of a project or venture, since a tendency to disregard structure and practical considerations could present a problem at a later stage.

Some questions to consider:

- How similar are Jo Pink and Stuart Brown in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo Pink and Stuart Brown primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, Jo Pink and Stuart Brown may have to decide how best to share Team Role responsibility between them.

● This report compares the Team Role combinations of two people to analyse how they might work together. The analysis focuses on comparing the first and second Team Roles of each person. Please note that large differences in personal calibre, or strongly held viewpoints, may override any forecasts based on Team Role chemistry.

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## Based on Self-Perception and Observer Assessments

Jo Pink is the manager of Dave Blue.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful because Jo Pink should be good at identifying talent and knowing how to use it. Jo Pink will need to orchestrate Dave Blue's ideas. At the same time, Dave Blue must learn to accept from Jo Pink when an idea is not worth pursuing.

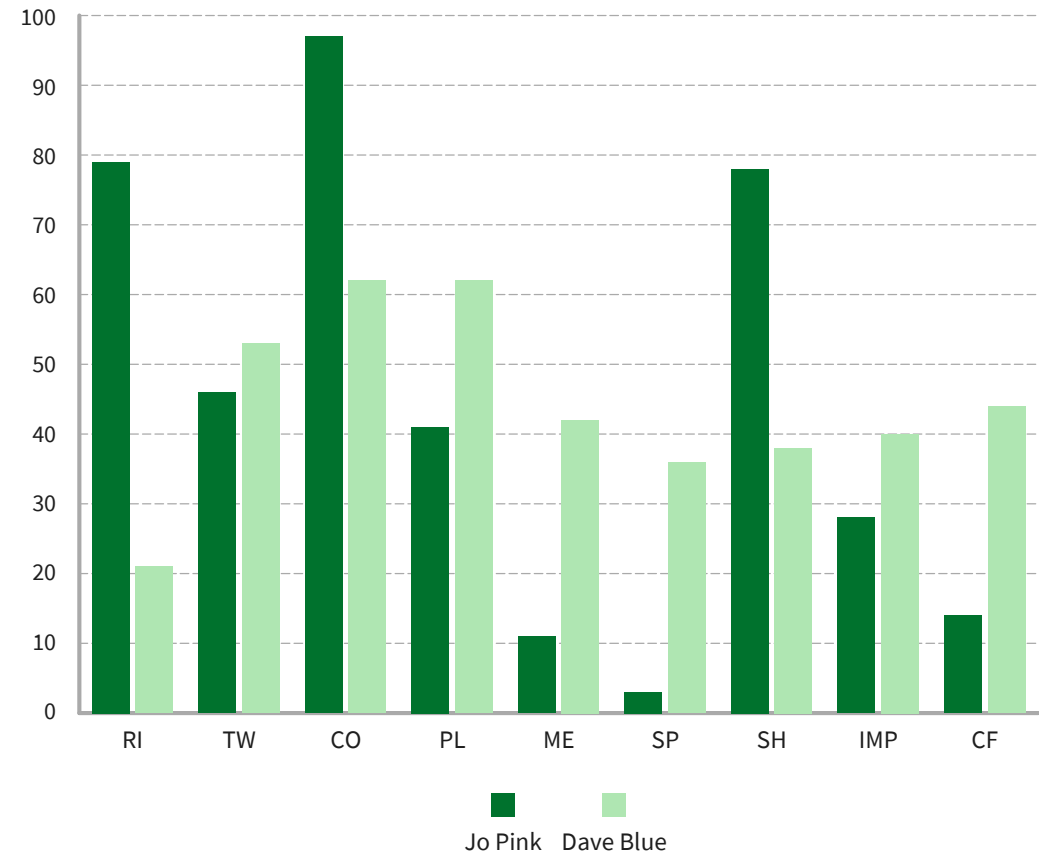
Looking at the second Team Roles, Jo Pink and Dave Blue may get on well, exploiting social and business opportunities. In this relationship, Jo Pink should find the contacts and Dave Blue should seek to use them to best advantage.

Some questions to consider:

- How similar are Jo Pink and Dave Blue in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo Pink and Dave Blue primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
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## Based on Self-Perception and Observer Assessments

Jo Pink is the manager of Peter Green.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful as both see the value of interpersonal communication. Best results will be achieved if Jo Pink can fulfil Peter Green's need for encouragement and purpose.

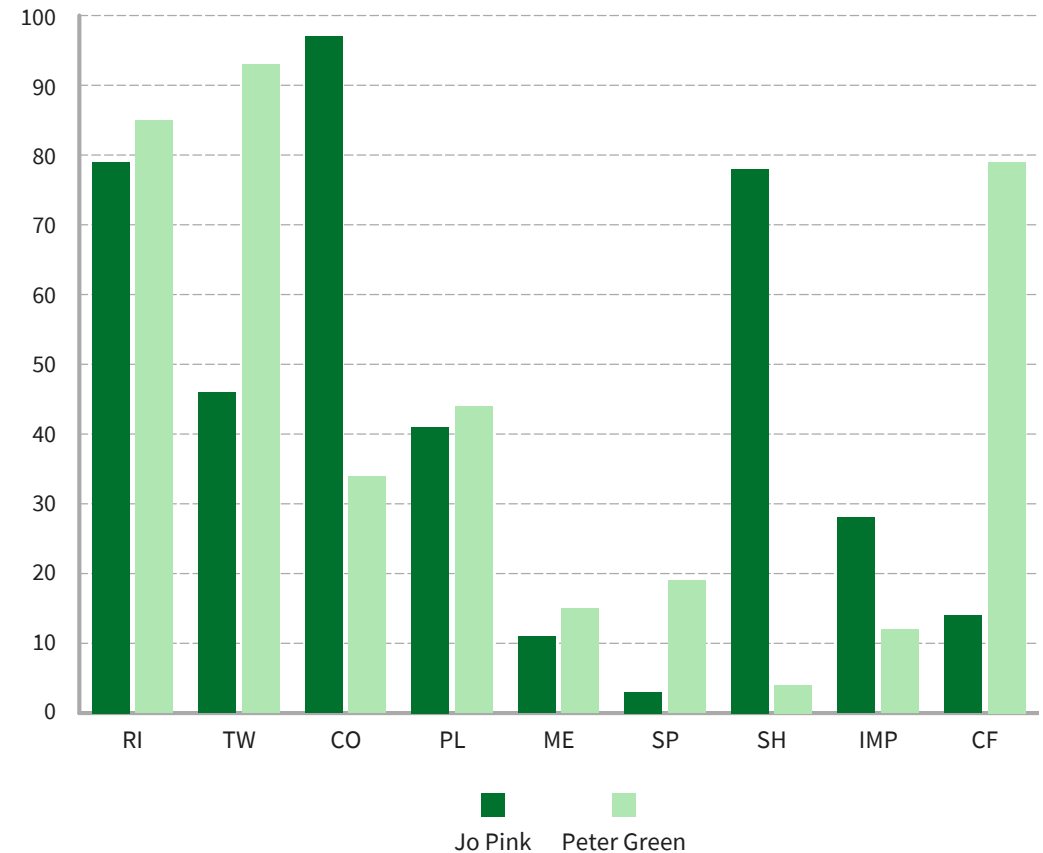
Looking at the second Team Roles, Jo Pink and Peter Green may get on well since both share a sociable, outgoing nature. They are likely to work best together where gaining contacts is a central focus of the work.

Some questions to consider:

- How similar are Jo Pink and Peter Green in Team Role terms? Generally speaking, Team Role partnerships work best where Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo Pink and Peter Green primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
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## Based on Self-Perception and Observer Assessments

Jo Pink is the manager of Jill Purple.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful since Jill Purple will be able to take care of the details whilst Jo Pink keeps an eye on the bigger picture. In this relationship, it is important that Jo Pink keeps Jill Purple on track in order to ensure that deadlines are met.

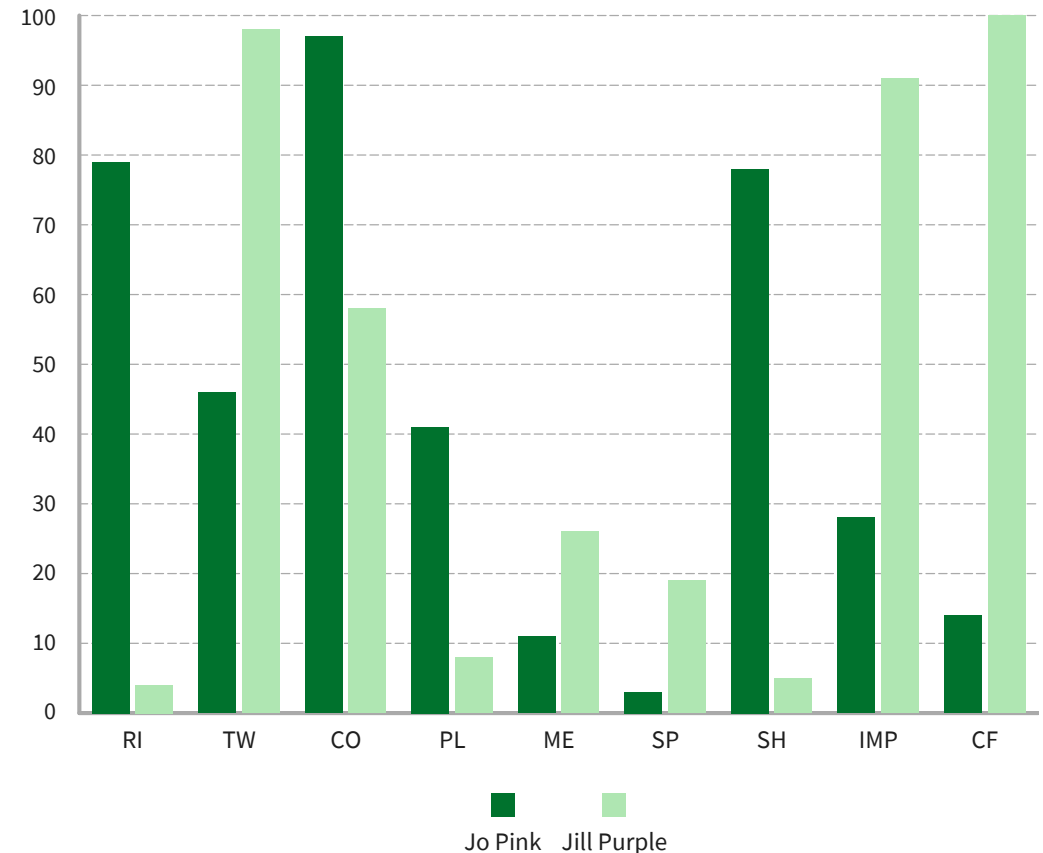
Looking at the second Team Roles, Jo Pink and Jill Purple are likely to make a good working pair provided that they are working in a social environment. If not, there is some risk that social relations will edge out task orientation. Jo Pink should take the initiative to ensure this does not happen.

Some questions to consider:

- How similar are Jo Pink and Jill Purple in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo Pink and Jill Purple primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, Jo Pink and Jill Purple may have to decide how best to share Team Role responsibility between them.

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## Based on Self-Perception and Observer Assessments

Jo Pink is the manager of Victoria Yellow.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful since Jo Pink should be able to give Victoria Yellow both direction and autonomy. Jo Pink should be able to offer Victoria Yellow a wider perspective and in return, Victoria Yellow should be able to provide specific knowledge and expertise.

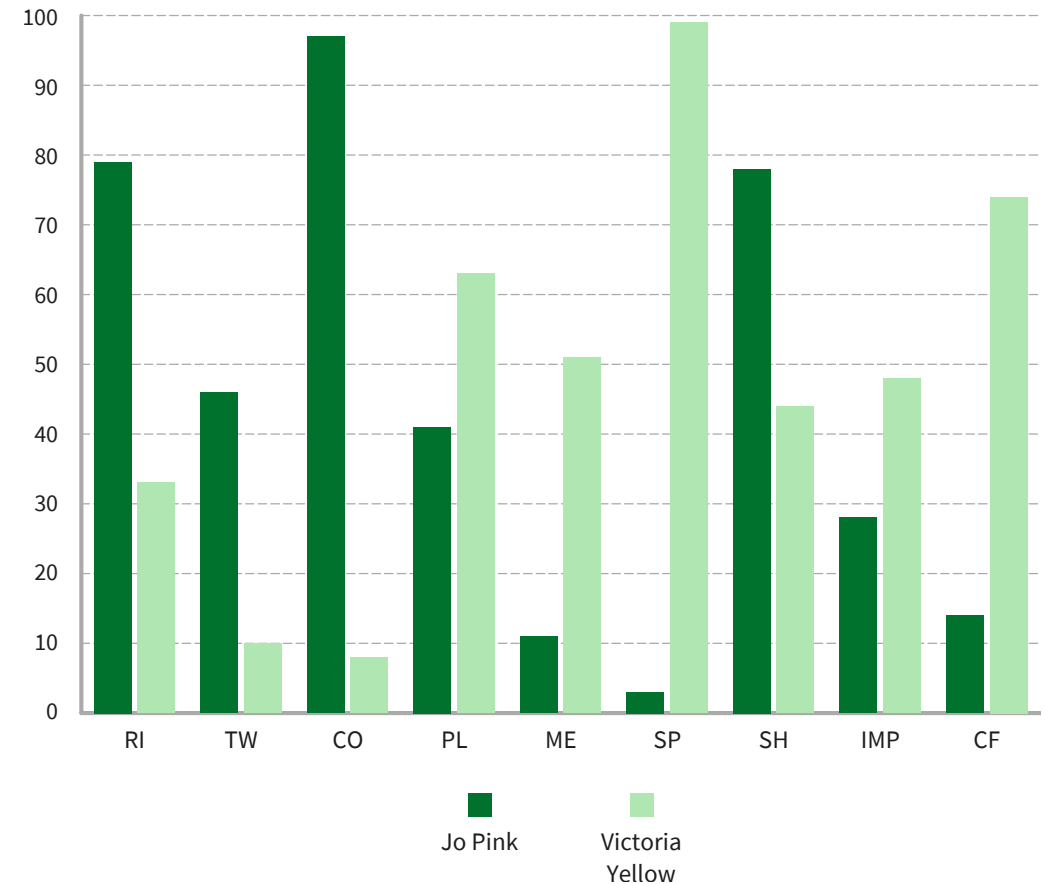
Looking at the second Team Roles, Jo Pink and Victoria Yellow are likely to make a good working pair since Jo Pink needs the meticulous attention and support that Victoria Yellow can provide and Victoria Yellow needs the benefits arising from the contacts and opportunities Jo Pink creates. This is a combination of opposites that can work to advantage if each appreciates the other.

Some questions to consider:

- How similar are Jo Pink and Victoria Yellow in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo Pink and Victoria Yellow primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, Jo Pink and Victoria Yellow may have to decide how best to share Team Role responsibility between them.

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### 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.