



REPORT FOR

Sam Sample

Example School/College



**BELBIN**<sup>®</sup>

*Belbin is a way to talk about how people behave.*

Over many years, Dr Meredith Belbin closely studied people at work. From his research, he discovered 9 key behaviours: that's 9 different ways of working and contributing to a team or organisation. He called them Team Roles. Each one has plus points (the strengths) and minus points (the allowable weaknesses). It is usual to have both the strength and the allowable weakness for a particular role.



### Plant

**Strengths:** Creative, imaginative and original. Solves difficult problems.

**Allowable weaknesses:** Can ignore other considerations and be too busy with new ideas to communicate effectively.



### Resource Investigator

**Strengths:** Enthusiastic and communicative. Explores opportunities and enjoys meeting new people.

**Allowable weaknesses:** Can be over-optimistic, then lose interest once initial enthusiasm has passed.



### Co-ordinator

**Strengths:** Mature and confident. Aware of priorities. Encourages others.

**Allowable weaknesses:** Can ask others to do things that they should do themselves.



### Teamworker

**Strengths:** Works well with others, is perceptive and diplomatic. Listens well and avoids friction.

**Allowable weaknesses:** Can be indecisive in important situations.



### Monitor Evaluator

**Strengths:** Weighs and balances all options without emotion. Judges accurately.

**Allowable weaknesses:** Can lack drive and ability to inspire others.



### Shaper

**Strengths:** Competitive, enjoys working under pressure. Motivated to overcome difficulties.

**Allowable weaknesses:** Can be impatient and offend other people.



### Implementer

**Strengths:** Efficient and likes structured working. Turns ideas into practical actions.

**Allowable weaknesses:** Doesn't like change and can be inflexible.



### Completer Finisher

**Strengths:** Searches out and corrects mistakes. Ensures work is done to a high standard and points out omissions.

**Allowable weaknesses:** Inclined to worry and become anxious. Doesn't like to share work with others.



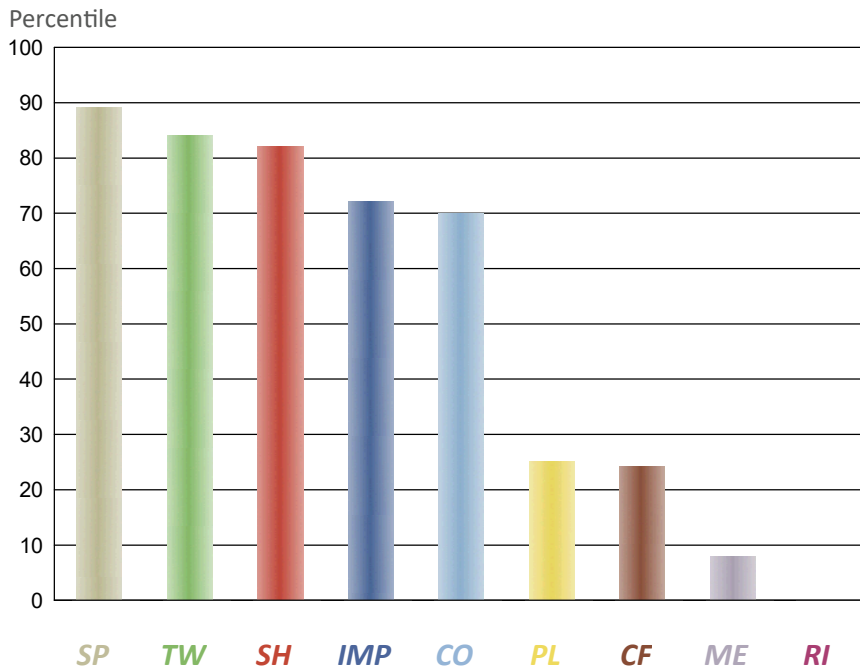
### Specialist

**Strengths:** Dedicated to a particular subject. Provides knowledge and skills that others do not possess.

**Allowable weaknesses:** Contributes only on a narrow front. Dwells on technicalities.

These are the Team Roles you said you preferred from highest to lowest.

You may not have a score for every role – that's ok.



Key

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

### *What does this mean?*

Sam - you see yourself primarily as a Specialist and a Teamworker. Specialists are the kind of people who like to build up their knowledge in a particular direction or subject. They stay focused and have a thirst for learning. In due course, the Specialist is the kind of person who becomes an expert in a particular area of interest. Teamworkers care about others. Accordingly, they are generally both liked and popular amongst their colleagues. They adapt and will do what is required. They support and fit in. They are versatile. This combination of top two Team Roles suggests someone willing to learn, fit into a team and work with others. All these qualities are much appreciated by managers employing new recruits.



SP



TW



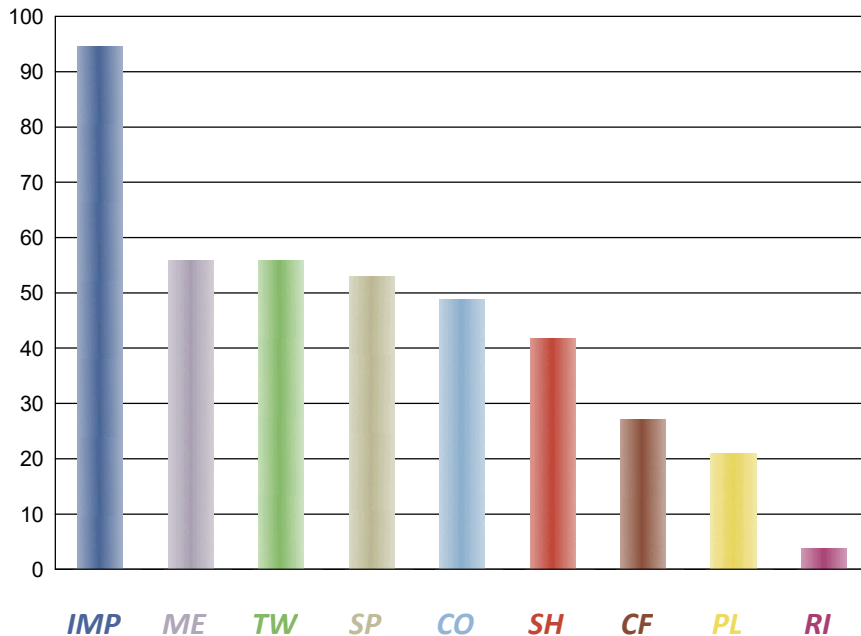
*How do you think you can best show your strengths?*

You asked people who know you well for their feedback.

This is what they have observed.



Percentile



Key

-  **IMP** Implementer
-  **ME** Monitor Evaluator
-  **TW** Teamworker
-  **SP** Specialist
-  **CO** Co-ordinator
-  **SH** Shaper
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Your observers see some different strengths than you do. They see you primarily as an Implementer. This is by far your strongest role. Implementers are good at getting work done. They thrive in situations requiring structure, discipline and routine. Implementers are hard workers who will tackle tasks in a practical way. It is said that people in jobs end up doing the parts they like and ignore the parts they feel uncomfortable doing. Implementers do all work regardless of preferences. This may be because a true Implementer just hates to see any work left undone.

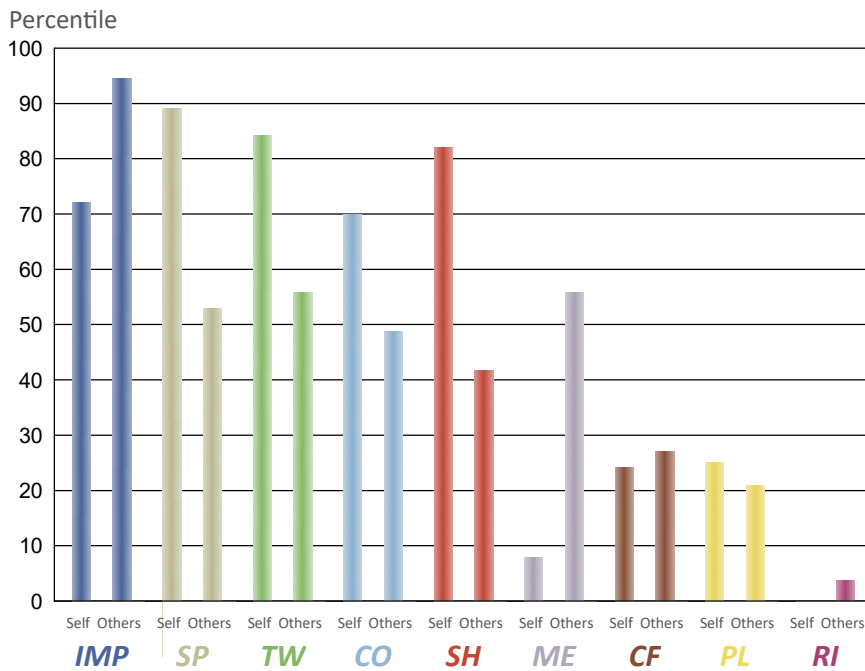
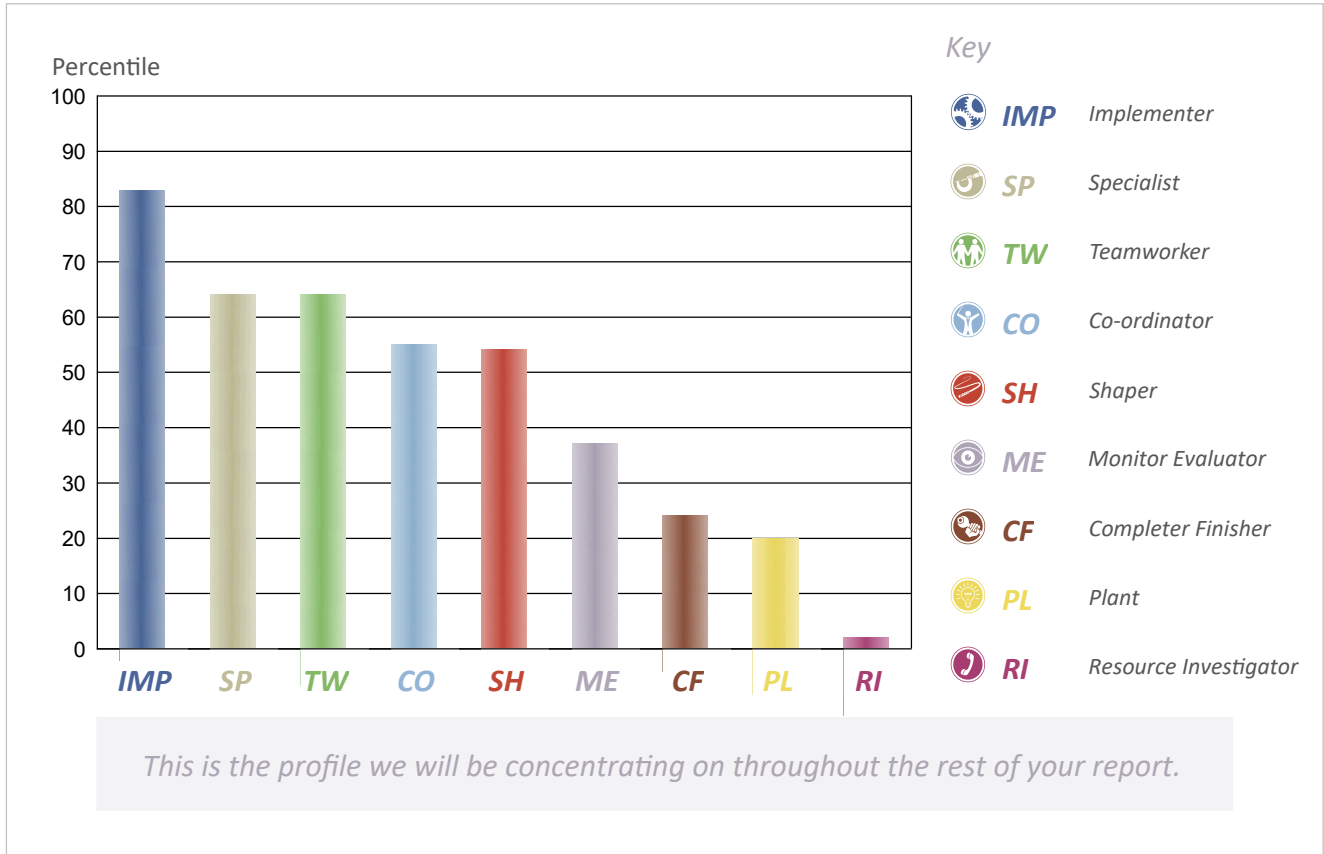
### *What do they all agree on?*

Your observers think that you're dependable and can be trusted to do your part. They also think you are very effective at getting things done and would be well suited to organising and planning. They see that you are good at identifying essential work. It is also observed that you are great at being able to get on with things on your own, without always having to draw on the help of others. Furthermore they also see that you are extremely versatile. Being able to fit in and adapt as required is critical when starting work. For more information about your observations, please refer to appendices 1 and 2.



*Do you agree? Can you think of a situation where people may have seen these behaviours?*

Taking what you think and what others have observed, here's the overall picture.



*And this is how it breaks down.*

*The complete picture is a combination of your views and the views of others.*

We combine all the information together, taking account of many factors including how close your views are to those of others. Overall, you are regarded primarily as an Implementer and a Specialist.

What does this mean? It means, Sam, that you're someone who can apply your studies to practical plans and activities.



*Do you agree with this complete picture? Is there anything you're surprised about?*



*Now you understand your Team Role strengths, here's how you can make the most of them.*

#### *A bit more detail about what you do best*

You're able to use your learning and subject knowledge to achieve practical results. Studying, reading and attending courses can help you explore different ways to apply your learning to different tasks and activities.

You're good at setting yourself up with work and getting on with what needs to be done, so present yourself as someone who is efficient, self-starting and willing to learn.

There is a chance that you might be seen as someone who wants to keep things the same, especially in your area of interest. Be open to different ideas and try to ensure that your focus is not so narrow that you miss out on opportunities which could be useful to you.

#### *Another plus point*

You also appear to be someone who takes an interest in others and wants to help. Focus on developing good relationships with other people and understanding the way that people behave with one another. Watch out to see if anything needs to be done and offer to do it.

#### *Something to bear in mind*

At the moment, you don't seem to be someone who gets out and about to meet new people and find out what's possible. It's important to keep in touch with someone who is good at doing that, so you don't miss out on what is happening elsewhere.

#### *Learning Style*

You're likely to manage and organise your own learning, working efficiently and digging deep to find out all you can about a particular subject.



Here are your top four Team Roles and the working styles associated with each combination.

When you are in an interview, you can use these phrases to talk about how you like to work best.



### Team Roles

### Work Style

1	2	3	4
 <b>IMP</b>	 <b>SP</b>		
 <b>IMP</b>		 <b>TW</b>	
 <b>IMP</b>			 <b>CO</b>
	 <b>SP</b>	 <b>TW</b>	

"I enjoy applying my knowledge and understanding to develop plans and processes that work."

"I make a point of trying to meet the requirements of people and of the task in hand."

"My main strengths lie in organising myself and others."

"I enjoy sharing my knowledge to help others."

### Key

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### *Show off your strengths*

- Talk about times when you've put a plan in place and worked efficiently to achieve a particular result.
- Make sure you show that you're someone who is organised and can turn ideas into practical action.

### *You might want to give this some thought*

- You like to get things done and may not spend much time talking to others to learn about other ways of doing things. Can you think of a time where you've had to go and find out information? Did this help you to work more efficiently?



*Describe your strengths and weaknesses and think about how you could use this information at an interview.*



*Using everything you have learned about your Belbin Team Roles, write a brief personal summary that you could use as part of an application.*

Here is the breakdown of how people saw your Team Role behaviours.

	1	2	3	4	5	6	7	8	9
How you see yourself:	SP	TW	SH	IMP	CO	PL	CF	ME	RI
Observations:									
Peter Green	IMP	SP	ME	CO	TW	PL	RI	CF	SH
Victoria Yellow	TW	IMP	SP	ME	CF	CO	PL	RI	SH
Stuart Brown	IMP	TW	SH	ME	SP	CO	PL	CF	RI
Dave Blue	IMP	ME	SP	CF	SH	TW	PL	RI	CO
Jo Pink	SH	IMP	CO	TW	CF	ME	PL	RI	SP
How others see you (combined):	IMP	ME	TW	SP	CO	SH	CF	PL	RI
Your Complete Picture:	IMP	SP	TW	CO	SH	ME	CF	PL	RI

### Things to think about:

- People may see different strengths in you.
- You might have different relationships with each of them, depending on the situations in which they see you.
- Don't get too hung up on the details, the variations may only be slight.
- Think about why people might see you differently and how that could affect what they think of your Team Roles.

*You asked other people to complete a questionnaire about you, ticking words and phrases they think apply to you and your behaviour.*

Here is a summary of the words they ticked. It's normal to have zeroes.

reliable	8	challenging	1
efficient	6	dedicated to study	1
aware of what needs to be done	6	pushy	1
self-reliant	5	original	0
willing to adapt	5	inventive	0
helpful	4	unbiased	0
unadventurous	4	seizes opportunities	0
realistic	4	perfectionist	0
disciplined	4	enterprising	0
outspoken	3	meticulous	0
absorbed in own area	3	free-thinking	0
has good judgement	3	imaginative	0
encouraging of others	3	unconventional	0
practical	3	restricted in outlook	0
logical	3	over-talkative	0
keen to share knowledge	3	over-sensitive	0
tough	2	indecisive	0
persevering	2	impatient	0
diplomatic	2	confrontational	0
confident and relaxed	2	inquisitive	0
accurate	2	outgoing	0
caring	2	loves learning	0
unenthusiastic	2	resistant to change	0
unobservant	2	persuasive	0
creative	1	manipulative	0
studious	1	inflexible	0
broad in outlook	1	hesitant	0
inconsistent	1	fussy	0
frightened of failure	1	fearful of conflict	0
absent-minded	1	forceful	0
analytical	1	uninvolved with detail	0
methodical	1	possessive of work	0
perceptive	1	doubtful	0
advises others	1	corrects mistakes	0
competitive	1	impulsive	0
reluctant to let go	1	gets others to do the work	0