



Jo Pink

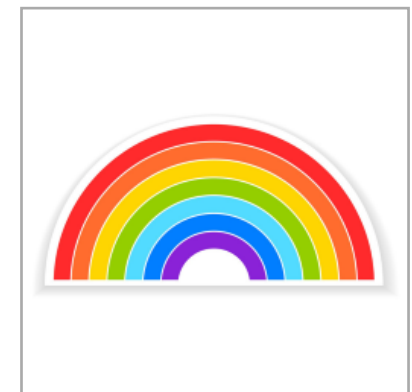
Belbin Individual Team Role Report

SPI completion date: 5th May 2021

Observer completion date: 5th May 2021

Number of Observers: 6

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.

RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

CF

Completer Finisher

Based on your Self-Perception only

Jo, from your own perspective, Shaper and Co-ordinator are your top contributions.

You like to manage others and lead from the front. You have a need to achieve and drive things forward.



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

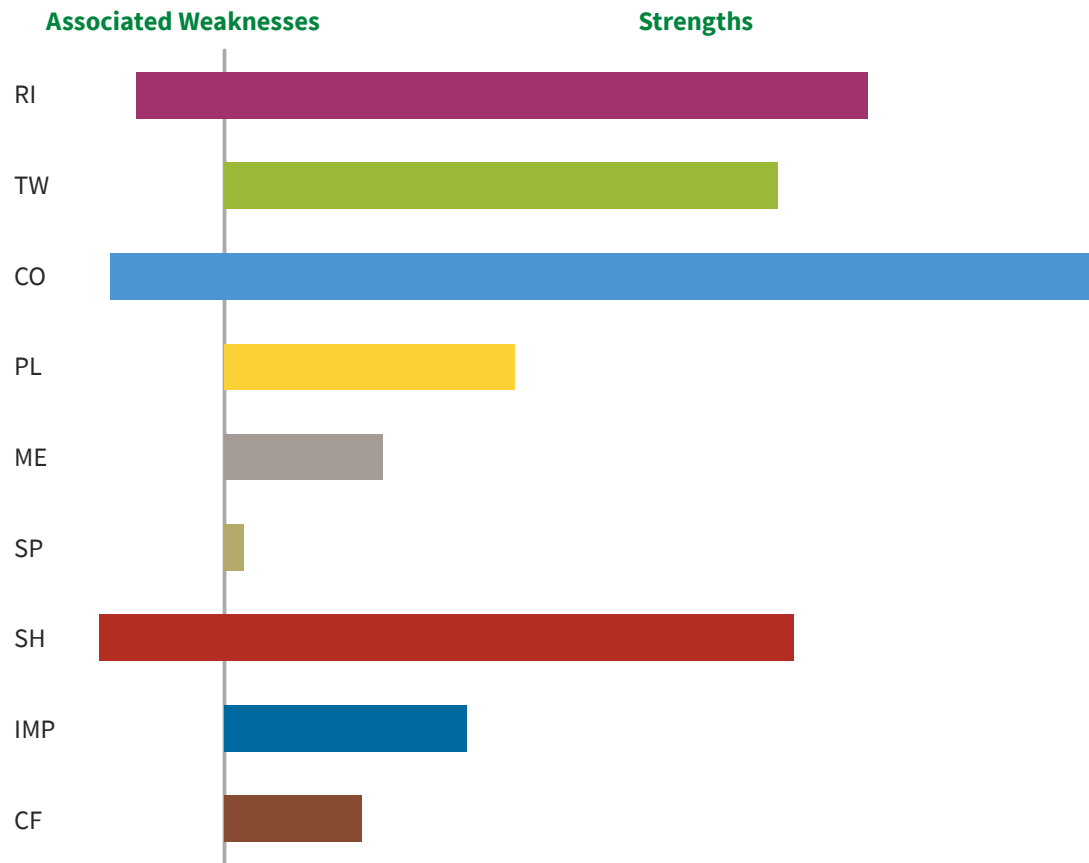
RI	TW	CO	PL	ME	SP	SH	IMP	CF
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on 6 Observer Assessments

Jo, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Co-ordinator and Resource Investigator.

They identified that you possess the following characteristics: encouraging of others, outspoken, consultative, broad in outlook, confident and relaxed and conscious of priorities.

- This bar chart shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role.
- An associated weakness is termed 'allowable' if outweighed by the strengths for the relevant Team Role. Please see Glossary of Terms for more detail.



RI
Resource Investigator
TW
Teamworker
CO
Co-ordinator
PL
Plant
ME
Monitor Evaluator
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Based on your Self-Perception and 6 Observer Assessments

You see yourself as someone who makes things happen – someone who wants action and gets results.

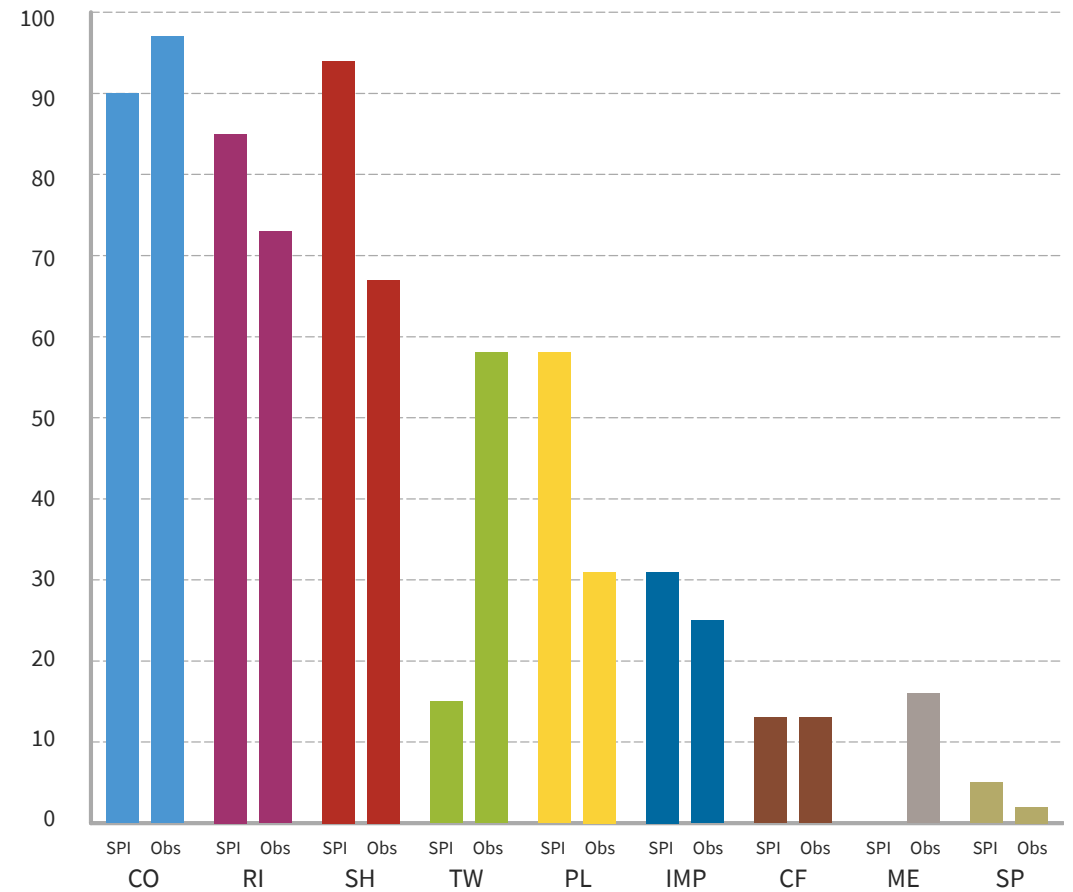
Your Observers see some different strengths than you do. They see your ability to understand what needs to be done and to organise others when appropriate.

What do your Observers all agree on? They see that you give confidence to those around you, are not afraid to say what you think and help give others direction.

	Self-Perception (SPI)	Observations (Obs)
CO	90	97
RI	85	73
SH	94	67
TW	15	58
PL	58	31
IMP	31	25
CF	13	13
ME	0	16
SP	5	2

The table on the left and the graph on the right show your percentile scores for each Team Role, comparing your preferences against the combined perceptions of your Observers.

Percentile



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

Based on your Self-Perception and 6 Observer Assessments

Combining your view with the views of others, your main contributions are: Co-ordinator, Resource Investigator and Shaper

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.

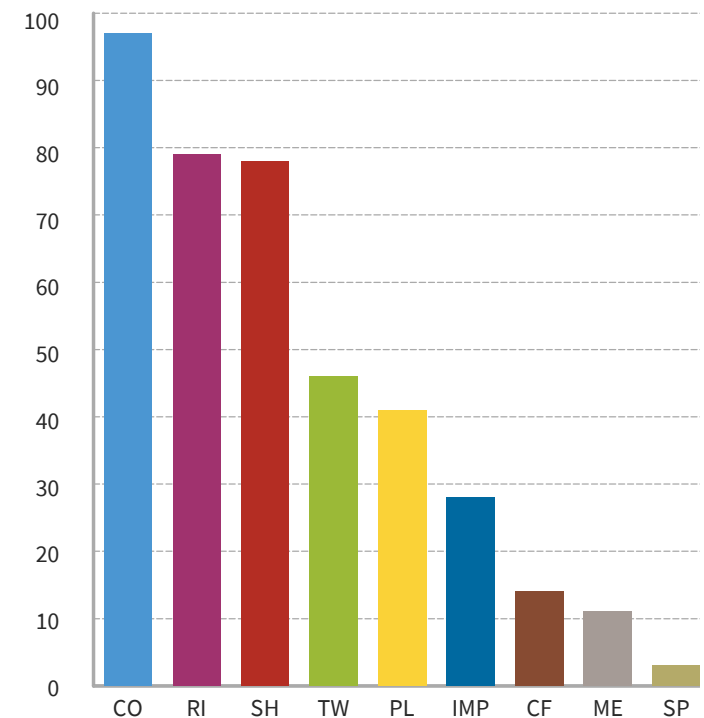
Your working style should be one of facilitating innovation and progress by using all resources at your disposal – including

other team members – and by using your social skills to encourage and enthuse others.

You also show potential for generating the drive and dynamism which can motivate others in your team. Make efforts to be honest and forthright without causing offence. If you can boost energy levels without decreasing morale, others will come to value your abilities to realise goals and meet deadlines.

On a final note, you need to take account of the role for which you are least suited. In your case, you do not appear to have the characteristics of someone who researches and studies a subject in depth. If you can work in harmony with someone who is self-starting and able to offer or gain in-depth knowledge in a particular subject, your own performance is likely to improve.

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 your Self-Perception and 6 Observer Assessments

Work Environment

You're likely to be well suited to a role where skills in liaison work are at a premium. You might thrive in a job where contacts need to be developed and maintained – you could do well in situations where close links are lacking or have not long been established. You are likely to struggle if given too much work that isolates you from others.

Others see that you would be suited to:

- giving confidence to others.
- work where it is important to speak out rather than to conform.
- engaging with others in decision-making.

Presenting Yourself

- Point out that you are happy to organise others and lead discussion when required.
- Ensure people know that you have an interest in spotting others' talents and motivating people.
- However, don't try and control every situation you are in, as it is not always appropriate.
- Let others see your enthusiasm and willingness to be proactive. Not everyone possesses your positive approach.
- State that you are happy to reach out to others and will use your outgoing nature in exploring possibilities.
- In your case, you may have to prove to others that your natural enthusiasm will not lead to boredom after a while. Show that you can follow through.

Announce your strengths. You are likely to:

- maintain a broad overview while leaving the details to others.
- be a high-profile, dominant person, capable of making your voice heard.
- be able to give confidence and direction to others and to facilitate people towards common objectives.
- be dynamic and entrepreneurial: a developer of new ventures.

Be aware of your weaknesses. You may:

- be more of a generalist than a specialist.
- be seen as someone who uses your communication skills to control situations.

Based on your Self-Perception and 6 Observer Assessments

Jo, overall your top Team Roles are Co-ordinator, Resource Investigator, Shaper and Teamworker. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



CO



RI

Facilitating

"Networking and enabling people to interact more effectively are what I do best."



CO



SH

Controlling

"I like to take charge to ensure collective goals are met."



CO



TW

Supporting

"I like encouraging people and helping them to work together effectively."



RI



SH

Exploiting Opportunities

"I like to be given responsibility for grasping opportunities and driving things forward."

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	SH	CO	RI	PL	IMP	TW	CF	SP	
Observers:									
Debs Orange	SH	CO	RI	IMP	PL	TW			
Peter Green	CO	RI	SH	TW	IMP				
Victoria Yellow	CO	TW	RI	SH	IMP	PL	ME		
Stuart Brown	CO	RI	SH	TW	PL				
Jill Purple	CO	ME	RI	CF	IMP	TW	SH	SP	
Dave Blue	PL	CO	SH	RI	TW	CF	IMP		
Observers' Overall Views	CO	RI	SH	TW	PL	IMP	ME	CF	SP
Your Overall Team Role Composition	CO	RI	SH	TW	PL	IMP	CF	ME	SP

- This page provides an overview of Team Roles as seen by yourself and your Observers.
- These are displayed from your highest (1) to your lowest (9). If the Observer in question did not observe any of a given Team Role behaviour, there will be a blank.
- Your overall Team Role composition is a combination of Self and Observer responses. It is based on a complex formula and not a straightforward average of the totals.

RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Based on 6 Observer Assessments

Here is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in italics.

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