

**BELBIN®**

# Belbin Team Role Report for

Jo Pink

Colourful Company PLC  
Rainbow HR



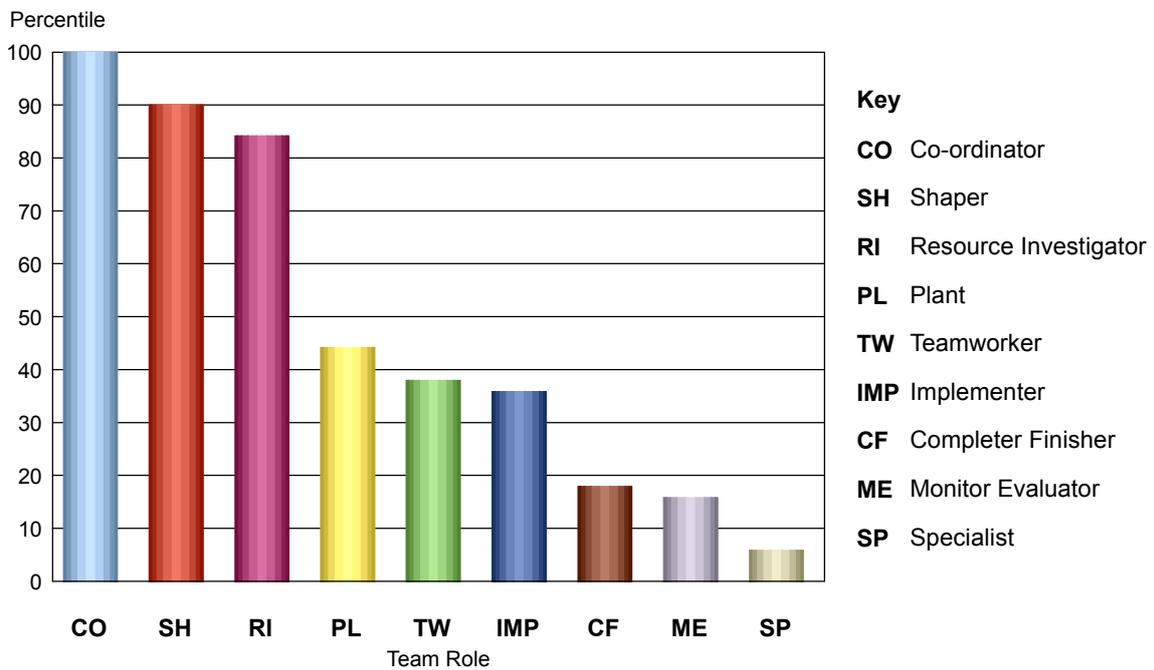
## Team Role Summary Descriptions

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.

## Jo Pink Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

**This report is based on your Self-Perception plus 6 Observer Assessments.**



*The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.*

*This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.*

## Jo Pink

### Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

**This report is based on your Self-Perception plus 6 Observer Assessments.**

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

<b>Your Overall Team Role Composition</b>	<b>CO</b>	<b>SH</b>	<b>RI</b>	<b>PL</b>	<b>TW</b>	<b>IMP</b>	<b>CF</b>	<b>ME</b>	<b>SP</b>
									

There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

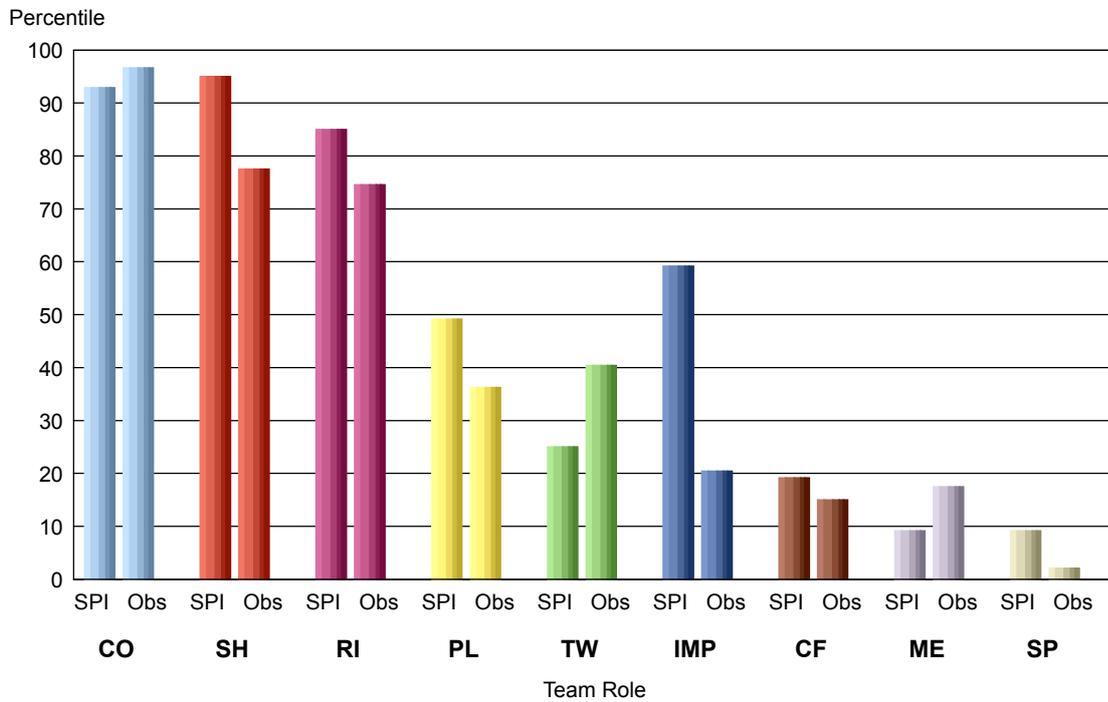
*This comment looks at the consistency between the Observers' Overall Views and your Self-Perception. It does not take into account the level of agreement between the Observers themselves.*

## Jo Pink

### Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

**This report is based on your Self-Perception plus 6 Observer Assessments.**



Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
<b>CO</b>	Co-ordinator	93	97
<b>SH</b>	Shaper	95	78
<b>RI</b>	Resource Investigator	85	74
<b>PL</b>	Plant	49	36
<b>TW</b>	Teamworker	25	40
<b>IMP</b>	Implementer	59	20
<b>CF</b>	Completer Finisher	19	15
<b>ME</b>	Monitor Evaluator	9	17
<b>SP</b>	Specialist	9	2

## Jo Pink Your Team Role Preferences

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

**This report is based upon your Self-Perception only.**

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	.	<b>X</b>	.	.	.	.	.	 <b>Plant</b>
.	.	.	.	.	.	.	.	.	<b>X</b>	.	 <b>Resource Investigator</b>
.	.	.	.	.	.	.	.	.	.	<b>X</b>	 <b>Co-ordinator</b>
.	.	.	.	.	.	.	.	.	.	<b>X</b>	 <b>Shaper</b>
.	<b>X</b>	.	.	.	.	.	.	.	.	.	 <b>Monitor Evaluator</b>
.	.	.	<b>X</b>	.	.	.	.	.	.	.	 <b>Teamworker</b>
.	.	.	.	.	.	<b>X</b>	.	.	.	.	 <b>Implementer</b>
.	.	<b>X</b>	.	.	.	.	.	.	.	.	 <b>Completer Finisher</b>
.	<b>X</b>	.	.	.	.	.	.	.	.	.	 <b>Specialist</b>

Dropped Points percentile: 6

## Jo Pink

### Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

#### **This report is based on your Self-Perception plus 6 Observer Assessments.**

You appear to have a firm grasp of objectives: an ability to drive both yourself and others, and a readiness to maximise the resources of a team. What could make life complicated, however, is that there are two competing working styles influencing your behavioural approach, which can introduce an element of unpredictability. One is the calm, unflappable style – tolerant and consultative, never losing sight of priorities and with a talent for establishing a consensus. The other is the hard-driving decision-maker who challenges and pushes others to achieve success. Each style can be very useful in the right circumstances. However, since they are associated with different temperaments, they are difficult to combine convincingly. If, however, you can alternate between relaxed and demanding moods, between delegating readily and, at other times, regaining the reins and taking the lead, your style could become very effective. The challenge lies in judging which approach is required at any given time.

In terms of working relationships, you will work best for a manager who is creative but requires organisation or for someone who is happy to allow you to exercise considerable influence. However, there will inevitably be times when the exercise of your authority will be inappropriate. This is where you will have to learn to contain yourself, especially if that situation prevails over a lengthy period.

When managing others, it is important to be aware that some will not respond well to an overly-dominant approach. Ensure that you allow others a sense of autonomy and responsibility for their own work.

Your natural operating style is one of leading from the front. However, the prime challenge for you is to exercise that propensity with discretion and without cramping the style and ambition of others.

You appear to have the makings of someone who is prepared to help the team develop its understanding of the world outside the organisation. Find occasions to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, volunteer yourself to find out more about how to exploit the opportunities these ideas present.

On a final note, you need to take account of the role for which you are least suited. In your case, your generalist rather than specialist tendencies may be problematic at times. 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.

## Jo Pink

### Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

**This report is based on your Self-Perception plus 6 Observer Assessments.**

#### Strengths

You:

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

#### Possible Weaknesses

You may:

- take a generalist approach and tend not get involved with specifics.
- depend on continuous stimulation and be inclined to lose interest quickly.
- have difficulties thinking through the potential implications of a given action or set of circumstances.

#### Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:



To play your Shaper role to better effect, cultivate your image as someone who is ready to speak out on important subjects and can handle controversial issues. If you can do this in a positive manner, you could become a valuable spokesperson for the team.



To play your Co-ordinator role to better effect, take the lead role in bringing others to agreement on important decisions. Aim for a balance between airing different views and moving to a conclusion.

## Jo Pink

### Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

**This report is based on your Self-Perception plus 6 Observer Assessments.**

#### Key points

Jo Pink seems to be a generalist rather than an expert, so expect her to focus on the bigger picture. Judge whether Jo has developed effective strategies for getting appropriate guidance when required or whether she dismisses the need for knowledge and expertise.

#### Work Environment

Jo will be most comfortable in adopting a leading position where personal responsibility can be exercised. She could do well in leading a team but should be steered away from a job where there are ambiguities of seniority or leadership.

Others have observed that Jo might be best suited to:

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

On the other hand, Observers have indicated that she might be less suited to work where:

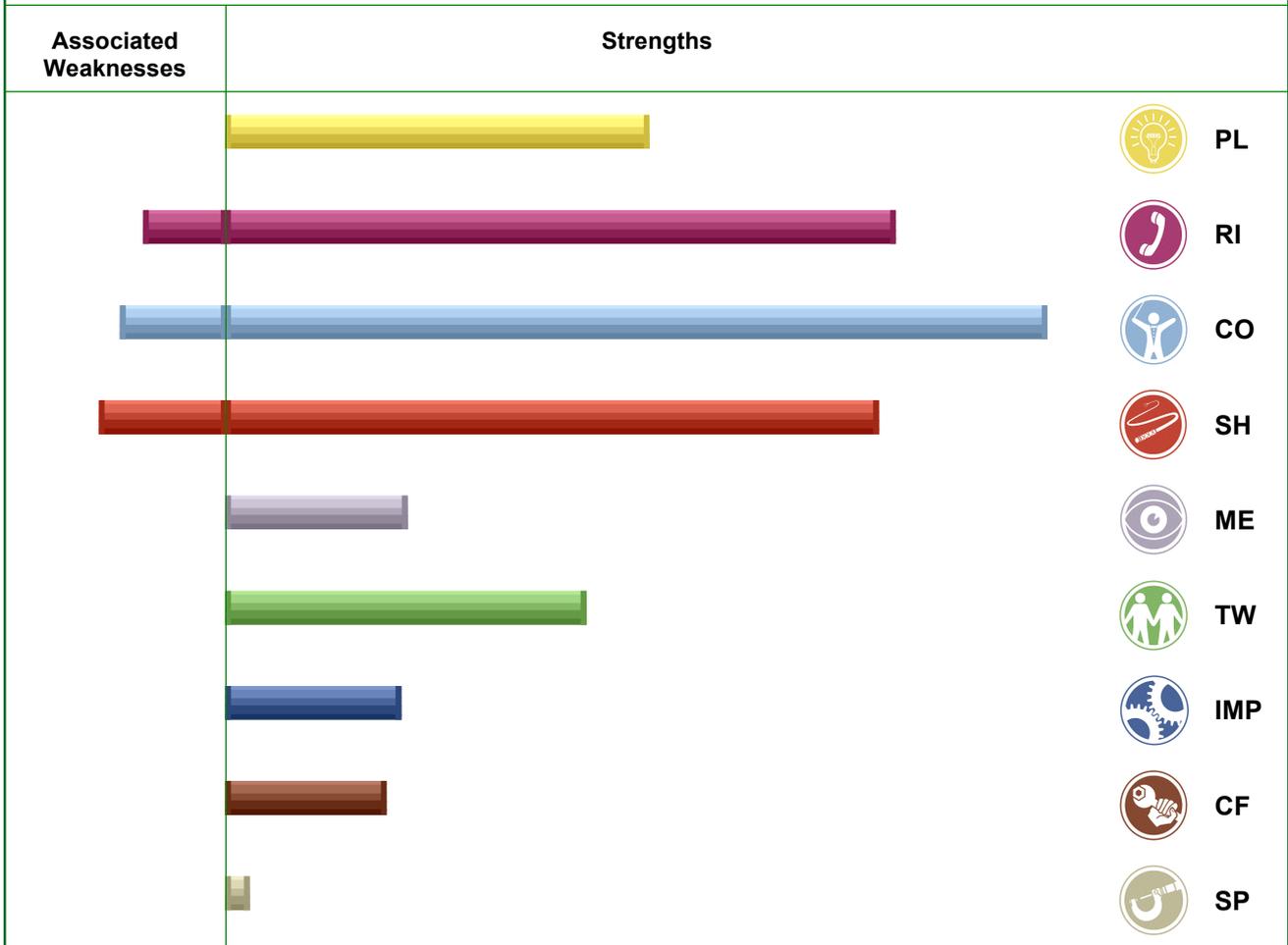
- there is an opportunity to influence others for her own advantage
- careful planning is required

## Jo Pink

### Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

**This report is based on 6 Observer Assessments.**



## Jo Pink

### List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

#### This report is based on 6 Observer Assessments.

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

## Jo Pink Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

**This report is based on your Self-Perception plus 6 Observer Assessments.**

Team Roles				Work Style
1	2	3	4	
				<p><b>Controlling</b></p> <p>“ I like taking overall responsibility for ensuring collective goals are met. ”</p>
				<p><b>Facilitating</b></p> <p>“ Networking and enabling people to interact more effectively are what I do best. ”</p>
				<p><b>Piloting</b></p> <p>“ I relish taking responsibility for promoting new approaches. ”</p>
				<p><b>Exploiting Opportunities</b></p> <p>“ I like to be given responsibility for grasping opportunities and driving things forward. ”</p>

# 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 80<sup>th</sup> 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 80<sup>th</sup> 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

Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more claims than 90% of the population, your Team Role feedback will take this into consideration.