Interpreting a Belbin Report

3Circle
PARTNERS

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John Doe

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 5 Observer Assessments.

		1	2	3	4	5	6	7	8	9
John Doe's Self-Perception	**Area 1**	TW	CO	RI	SP	PL	CF	SH	ME	IMP
Observers:										
Observer 1		RI	CO	PL	ME	SH	TW	SP	IMP	CF
Observer 2		SP	RI	TW	PL	CO	CF	SH	ME	IMP
Observer 3	**Area 2**	CO	RI	PL	TW	CF	IMP	SH	ME	SP
Observer 4		PL	RI	CO	TW	SH	SP	ME	IMP	CF
Observer 5		PL	RI	SP	CO	SH	TW	IMP	CF	ME
Observers' Overall Views	**Area 3**	RI	PL	CO	TW	SP	SH	ME	IMP	CF
Your Overall Team Role Composition		RI	CO	TW	PL	SP	SH	ME	IMP	CF

What are my Top 3 Roles?

Whilst there is general agreement between your own views and those of your observers as to your Team Role strengths, there are also some discrepancies. If you feel strongly that you have more to offer in the Team Roles you have identified, it is up to you to declare your preferences in these areas.

Page 3: Analysis of Your Team Role Composition

How to Read This Page

Lists the nine roles in rank order from 1 = strongest to 9 = weakest in three groupings:

SELF (Area 1) – The top line is based only on your own responses to the self-assessment form.

OBSERVERS (Area 2) – The following lines translate each observer's responses into the roles they see you playing. Observer names have been included to provide context for the results, but the raw data of their responses is hidden from you. (You cannot tell if they said you were "professional", "confrontational", fussy", etc.)

OVERALL (Area 3) – The overall ranking is basically a weighted average of all the lines above as calculated by very complex formulas within the Belbin software system. It is over-weighted towards the observers on the premise that they are more accurate than you may be about yourself.

Areas to Investigate

Use the next page to determine how many top roles you have (usually roles 1-4 on the Overall ranking).
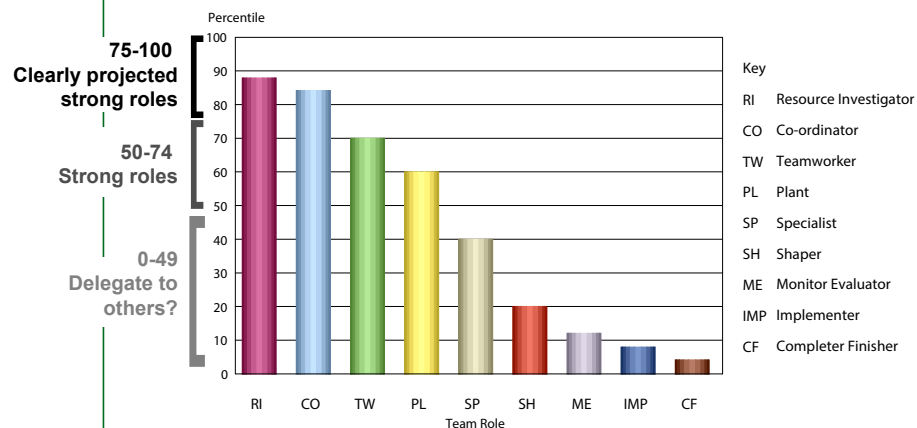
Generally, it is preferable for the top roles to always fall in the top half for all the observers, as this indicates consistency in behavior. The greater the agreement across and among the observers, the more consistently your behavior is being perceived.

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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 5 Observer Assessments.

75-100
Clearly projected
strong roles

50-74
Strong roles

0-49
Delegate to
others?

Percentile

Key

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

Team Role

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.

Page 4: Team Role Overview

How to Read This Page

This page shows your OVERALL team role data in a percentile format, which compares your aptitude for each role compared to the population at large.

A percentile score of 75 or higher is a good indication of you clearly projecting a preferred role. Roles with scores of 50 to 74 may be preferred roles that are not as consistently or strongly projected as they could be. Roles with scores below 50 are candidates to be delegated others who can do them better / easier than you can.

Areas to Investigate

First, identify your top roles. If you don't have any, then look at your best manageable roles and see if any of them can be played more strongly and thereby converted into a top role.

The intent of playing roles more strongly is not to get one or more roles to 100, but to ensure that they are distinctly stronger than other roles. This will allow those you work with to get a better feel for your strengths so you can work better together.

If all the scores are relatively equal to each other, this may indicate that the observers are not getting a clear picture of what your preferred roles are.
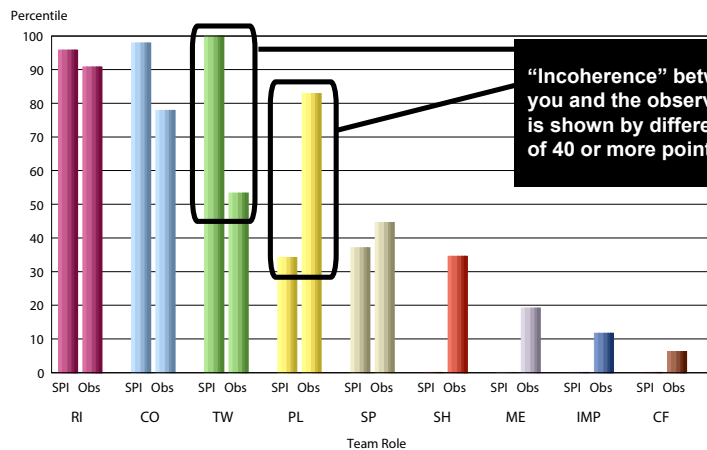
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Comparing Self and Observer Perceptions

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 5 Observer Assessments.

Area 1

Percentile

"Incoherence" between you and the observers is shown by differences of 40 or more points.

Team Role

Key		Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
RI	Resource Investigator	96	91
CO	Co-ordinator	98	78
TW	Teamworker	100	53
PL	Plant	34	83
SP	Specialist	37	45
SH	Shaper	0	35
ME	Monitor Evaluator	0	19
IMP	Implementer	0	12
CF	Completer Finisher	0	6

Area 2

SPI completed on 01-Feb-2012
Report printed on 16-Mar-2012

Page 5: Comparing Self and Observer Perceptions

How to Read This Page

This page compares the SELF (labeled "SPI") and OBSERVER (labeled "Obs") perceptions of what roles the report subject is playing.

The bar chart (Area 1) displays the data graphically while the underlying numeric data in shown at the bottom of the page (Area 2).

Areas to Investigate

Test for coherence by comparing the two columns of figures at the bottom of the page. If you notice any differences of 40 or more (in either direction), these are "disconnects" and indicate a potential lack of coherence (meaning you see yourself significantly differently from how others see you). In the example at left, the roles TW (see comparison "A"), and PL ("B") have difference of 40 or more points.

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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	
.	.	.	. X	.	.	.	.	.	.	.	Plant
.	.	.	.	.	.	.	.	.	. X	.	Resource Investigator
.	.	.	.	.	.	.	.	.	. X	.	Co-ordinator
X	.	.	.	.	.	.	.	.	.	.	Shaper
X	.	.	.	.	.	.	.	.	.	.	Monitor Evaluator
.	.	.	.	.	.	.	.	. X	.	.	Teamworker
X	.	.	.	.	.	.	.	.	.	.	Implementer
X	.	.	.	.	.	.	.	.	.	.	Completer Finisher
.	.	.	. X	.	.	.	.	.	.	.	Specialist

Points dropped: 0 out of 80

Page 6: Your Team Role Preferences

How to Read This Page

This page is based only on the SELF assessment responses; no observer data has been used. It converts your responses into a score for each role on a scale from 0 to 100.

The scale is based on how your responses compare to those of everyone else in the Belbin software database. A score of 100 would indicate that you gave yourself more points for that role than anyone else in the database, a score of 0 would indicate that no one else was lower than you.

The page is divided somewhat arbitrarily into three sections which correspond to preferred, manageable, and least preferred roles. It is generally preferable to have a few roles in each of the three sections. Profiles which have all nine roles clustered right down the middle may indicate that you have an indistinct view of your strengths and weaknesses from a Belbin Team Role standpoint.

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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 5 Observer Assessments.

Associated Weaknesses	Strengths		
			PL
			RI
			CO
			SH
			ME
			TW
			IMP
			CF
			SP

Are these weaknesses "allowable"?
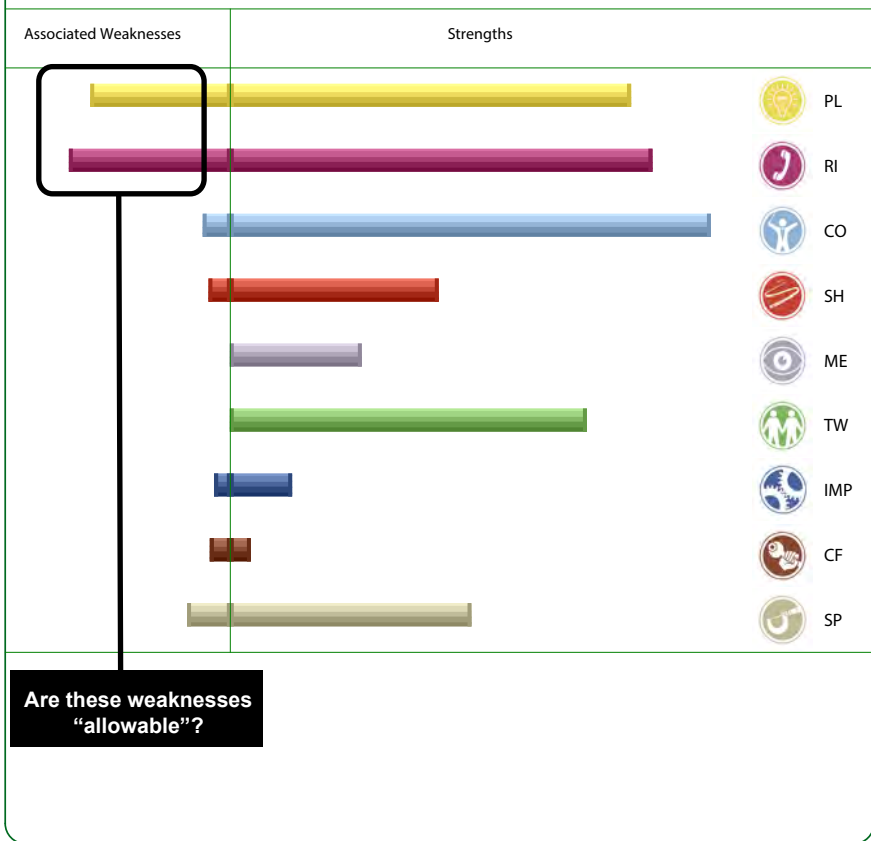
Page 7: Observed Team Role Strengths and Weaknesses

How to Read This Page

This page is based only on the OBSERVER responses. The report totals up all of the observer responses which correspond to the various roles and displays the results as a series of bar graphs.

Each bar is composed of a positive and a negative component. If you look at the page horizontally, positive attributes are shown to the right of the green vertical line indicated by the line labeled "1," negatives to the left of it.

The overall length of any given bar (both the positive and negative components combined) represents HOW MUCH you are seen to play that role. The ratio of positive to negative components within any given bar represents how adept you are at playing that role. It shows HOW WELL the role is being played.

Areas to Investigate

Test for disallowable weaknesses by examining the ratio of positive to negative in each bar. If the ratio is less than 3:1, it is an indication that when you play the role it is being perceived negatively (possibly often negatively perceived) by the observers. The simplest strategy to correct this is to reduce the extent to which the role is played (just do it a bit less), which usually restores the ratio to an acceptable level. In this sample report, there are may disallowable weaknesses on PL and RI.

Note: You should not try to correct or eliminate the negative portions of the bars unless they are disallowable. Tolerate them because they are linked to the strengths you see.
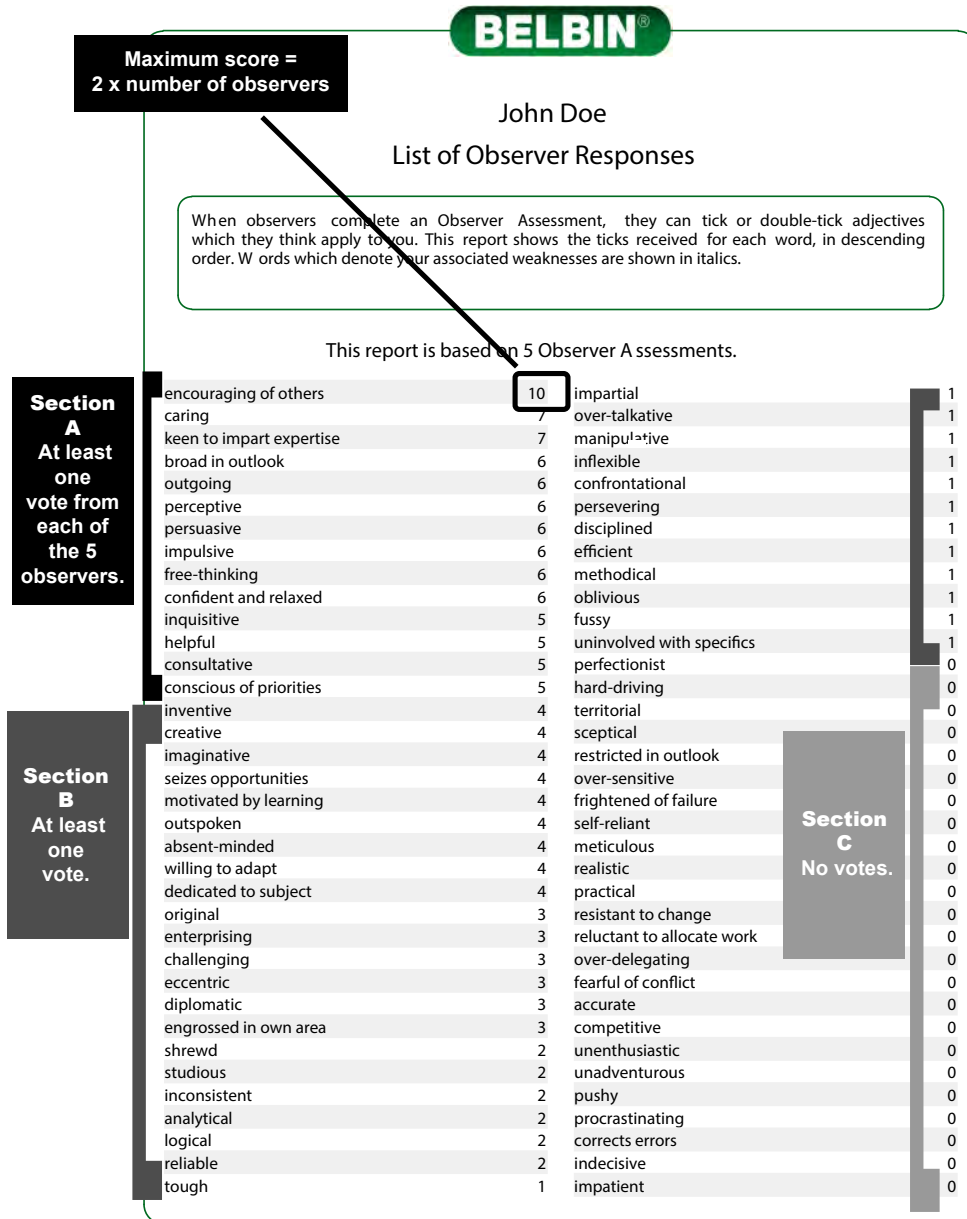
Page 8: List of Observer Responses

How to Read This Page

This page lists the actual words checked off by the observers on their assessment forms. All of the individual observers' responses have been added together to create this summary. This page represents the detail behind the bar charts represented on page 5 of the report.

Each observer was given instructions to check any phrases which are representative of you, and to "double check" a few phrases which are very, very much typical of what they see you doing. Thus, the maximum score for any phrase on this sheet is twice the number of observers. Since this person had 5 observers, the maximum score would be 10.

Note: Phrases in italics are associated with the allowable weaknesses of a certain role.

Areas to Investigate

Break the report into three sections. Section A represents the "unanimous" attributes. The cutoff score for this section will be equal to the number of observers you had (anything with 5 or more votes in this example).

Section B consists of scores from 1 to the cutoff above. This represents attributes occasionally seen.

Section C is comprised of attributes never seen; they have scores of 0.

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Maximum score = 2 x number of observers

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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 5 Observer Assessments.

Section A — At least one vote from each of the 5 observers.

encouraging of others	10	*impartial*	1
caring	7	*over-talkative*	1
keen to impart expertise	7	*manipulative*	1
broad in outlook	6	*inflexible*	1
outgoing	6	*confrontational*	1
perceptive	6	persevering	1
persuasive	6	disciplined	1
impulsive	6	efficient	1
free-thinking	6	methodical	1
confident and relaxed	6	*oblivious*	1
inquisitive	5	*fussy*	1
helpful	5	*uninvolved with specifics*	1

Section B — At least one vote.

consultative	5	perfectionist	0
conscious of priorities	5	*hard-driving*	0
inventive	4	*territorial*	0
creative	4	sceptical	0
imaginative	4	*restricted in outlook*	0
seizes opportunities	4	*over-sensitive*	0
motivated by learning	4	*frightened of failure*	0
outspoken	4	self-reliant	0
absent-minded	4	meticulous	0
willing to adapt	4	realistic	0
dedicated to subject	4	practical	0
original	3	*resistant to change*	0
enterprising	3	*reluctant to allocate work*	0
challenging	3	*over-delegating*	0
eccentric	3	*fearful of conflict*	0
diplomatic	3	accurate	0
engrossed in own area	3	competitive	0
shrewd	2	*unenthusiastic*	0
studious	2	*unadventurous*	0
inconsistent	2	*pushy*	0
analytical	2	*procrastinating*	0
logical	2	corrects errors	0
reliable	2	*indecisive*	0
tough	1	*impatient*	0

Section C — No votes.

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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 5 Observer Assessments.

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 seem to have a propensity for taking an interest in, and caring for, others. Focus on cultivating a good atmosphere in the team by developing good relationships with others and offer to take on work which seems to have fallen through the gaps. Your efforts should earn you not only popularity but also a reputation as a considerate, diplomatic individual who can be relied upon to keep things running smoothly.

On a final note, you need to take account of the role for which you are least suited. You do not appear to have the characteristics of someone who attends to the details which can make or break a project. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to benefit.

Page 9: Team Role Feedback

How to Read This Page

This page is based on the complete profile. The statements it contains have been compiled based on interviews with numerous people who have Belbin profiles similar to yours. As a result, you will likely find many items of interest to you about where you can be most successful or where you should exercise caution.

The descriptions contained in this narrative are based on the OVERALL rankings from the bottom of the first page. Specifically, it is based on the top two roles and the very last role (thus roles number 1, 2, and 9 on the last line of page 1).

Note: The descriptions on this page are directionally correct, not "gospel." The accuracy of this page typically improves once a consistent and coherent profile emerges.

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