










# Belbin Team Reports for

## Sample Team



## 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.

## Team: Sample Team

### Team Contributions

Particular individuals will need to be brought in at the right time if the team is to be fully effective. This report offers suggestions as to who should take on the work of each Team Role within the team. Some roles are shared; some individuals are suggested to play more than one role.

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



When some new line of thought is desired, ask Dave Blue.



When the team needs to exploit new opportunities, turn to Peter Green, and Jo Pink.



When someone is needed to orchestrate team effort, call on Jo Pink. Also involve Dave Blue.



When there is a need to increase the pace and arrive at decisions, you can count on Jo Pink.



When the team needs someone to choose between competing options, seek advice from Stuart Brown.



When arguments break out and team atmosphere needs to be improved, try to involve Peter Green, and Jill Purple.



When decisions need to be turned into workable procedures, turn to Jill Purple.



When it is imperative that plans are completed to the highest standards, a key part can be played by Peter Green, Jill Purple, and Victoria Yellow.

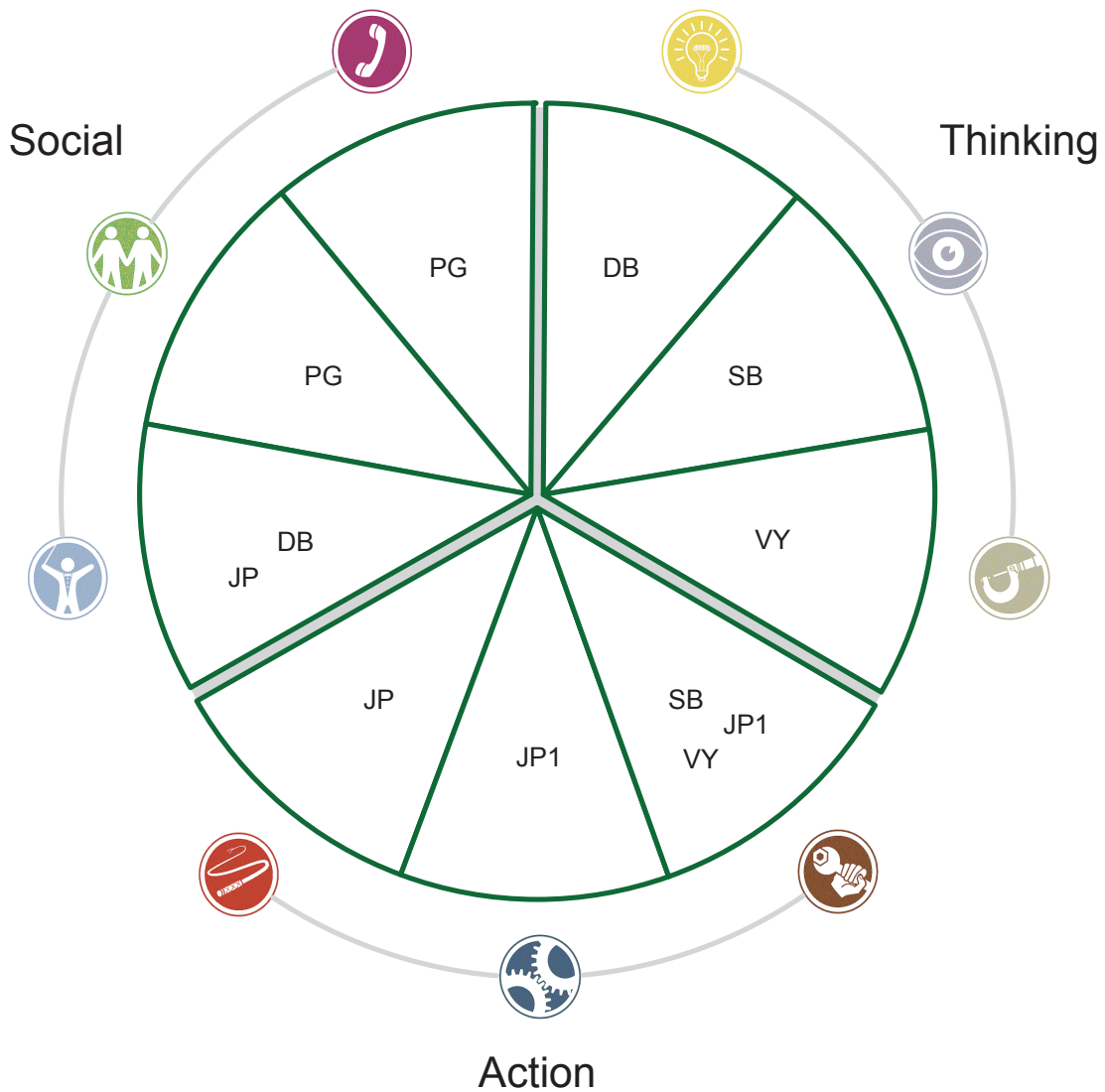


When the team needs someone to research a subject in depth and gain the expertise the team requires, ask Victoria Yellow.

## Team: Sample Team Team Role Circle

This report shows the top two Team Role contributions for each team member by showing their initials in the relevant segment of the circle (a key of team members is provided below). The positioning of an individual's initials within a particular segment has no significance.

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



**Key to Candidates**

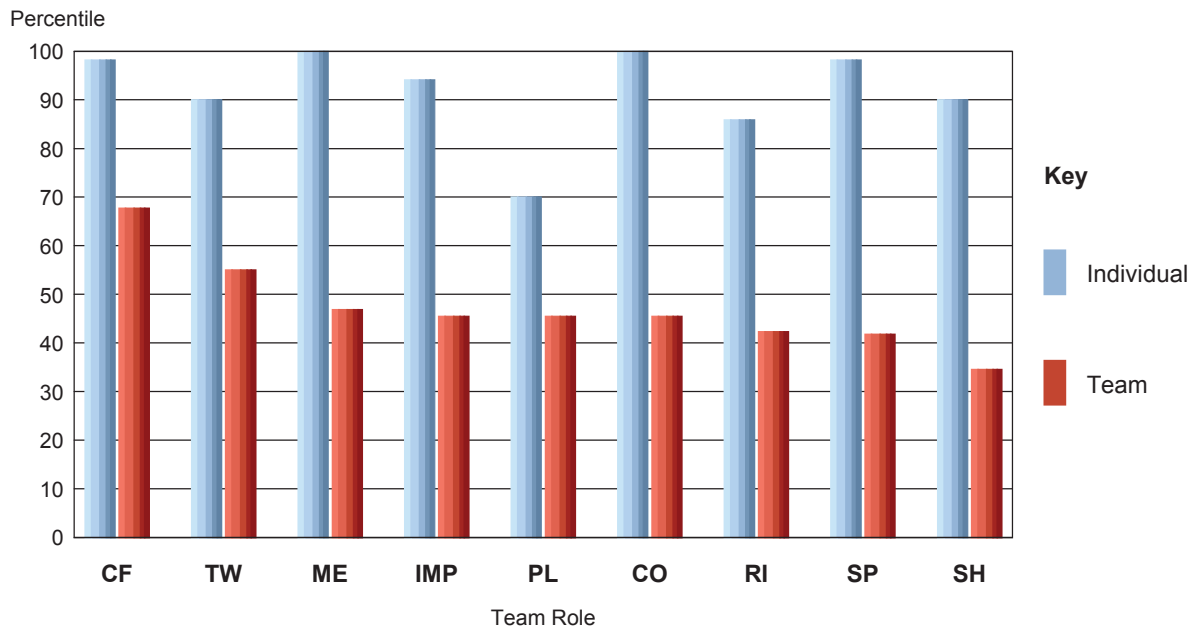
- Dave Blue (DB)
- Stuart Brown (SB)
- Peter Green (PG)
- Jo Pink (JP)
- Jill Purple (JP1)

Victoria Yellow (VY)

## Team: Sample Team Individuals in the Team

This bar graph shows the percentile score for the strongest individual in the team for a given Team Role, compared with the team's average percentile score for that role. The further apart the individual and team average scores are for any Team Role, the greater is the team's dependence on one person to fulfil the role in question.

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



Individuals with the highest percentile score for the named Team Role:

- CF** Jill Purple
- TW** Peter Green, Jill Purple
- ME** Stuart Brown
- IMP** Jill Purple
- PL** Dave Blue
- CO** Jo Pink
- RI** Peter Green
- SP** Victoria Yellow
- SH** Jo Pink

# 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

In the Self-Perception Inventory, there are a number of control questions which do not relate to a particular Team Role. Your Points Dropped score reflects how many points you allocated to these control questions. You may achieve a high Points Dropped score if you are new to a team or job or if you are unsure of your position within the team. More specific feedback on this topic is provided in the “Understanding your contribution” section of the report: “Enhancing your Team Role performance”.