



# Example Report

## Belbin Individual Team Role Report

SPI completion date: 20th May 2022

Observer completion date: 26th May 2022

Number of Observers: 6

Belbin North America  
May 2022 TEST GROUP

Belbin has identified nine different clusters of behaviour that are effective in enabling team progress. Each Team Role has strengths (the contribution made by playing that role) and weaknesses - behaviours which facilitate those strengths. Weaknesses are termed 'allowable' if the individual shows the corresponding strength, and if they do not detract from the contribution overall. 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/Allowable Weaknesses:

Over-optimistic. Loses interest once initial enthusiasm has passed.



## Teamworker

### Strengths:

Co-operative, perceptive and diplomatic. Listens and averts friction.

### Associated/Allowable Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



## Co-ordinator

### Strengths:

Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

### Associated/Allowable 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/Allowable Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



## Monitor Evaluator

### Strengths:

Sober, strategic and discerning. Sees all options and judges accurately.

### Associated/Allowable 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/Allowable 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/Allowable 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/Allowable Weaknesses:

Somewhat inflexible. Slow to respond to new possibilities.



## Completer Finisher

### Strengths:

Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

### Associated/Allowable 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

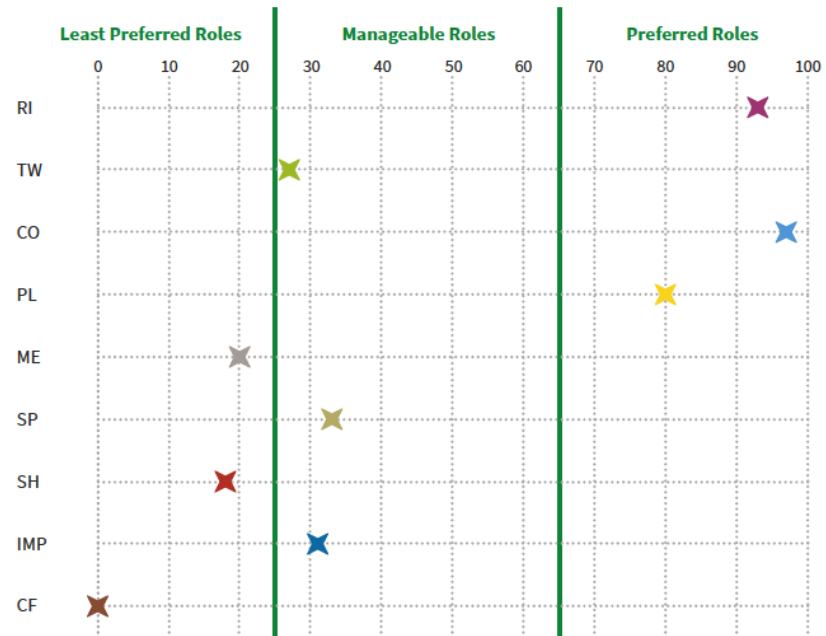
**CF**

Completer Finisher

### Based on your Self-Perception only

John, from your own perspective, Co-ordinator and Resource Investigator are your top contributions.

You feel you are a social person and are best deployed in liaison work and in the development of others. You like to facilitate communication both within and outside the team.



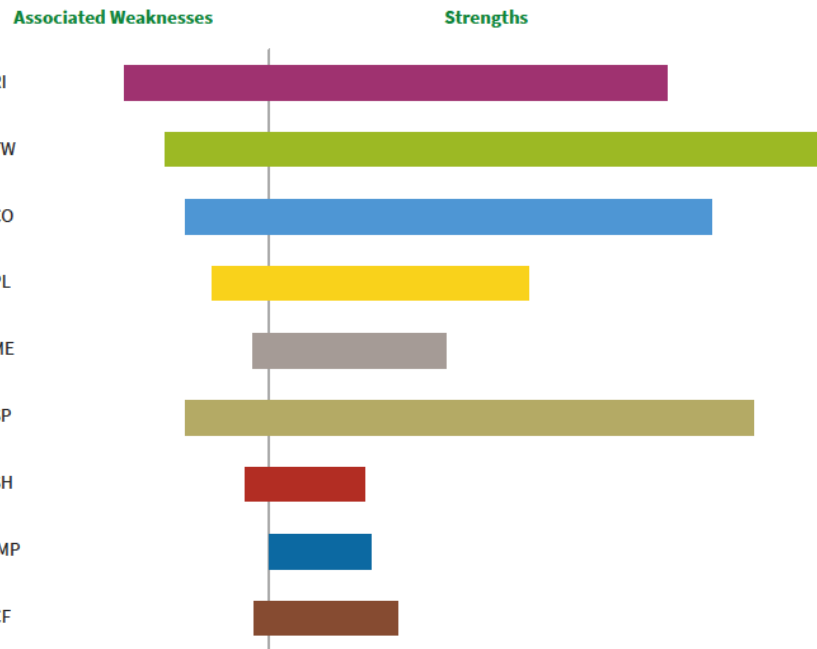
- This graph shows your percentile scores for each Team Role, according to your responses to the Self-Perception Inventory.
- Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.



### Based on 6 Observer Assessments

John, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Teamworker and Specialist.

**They identified that you possess the following characteristics:** motivated by learning, encouraging of others, diplomatic, over-talkative, creative and inquisitive.



- 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.



### Based on your Self-Perception and 6 Observer Assessments

**You see yourself as** someone who is usually confident, who has a socially mature manner, and who is able to bring out the best in colleagues.

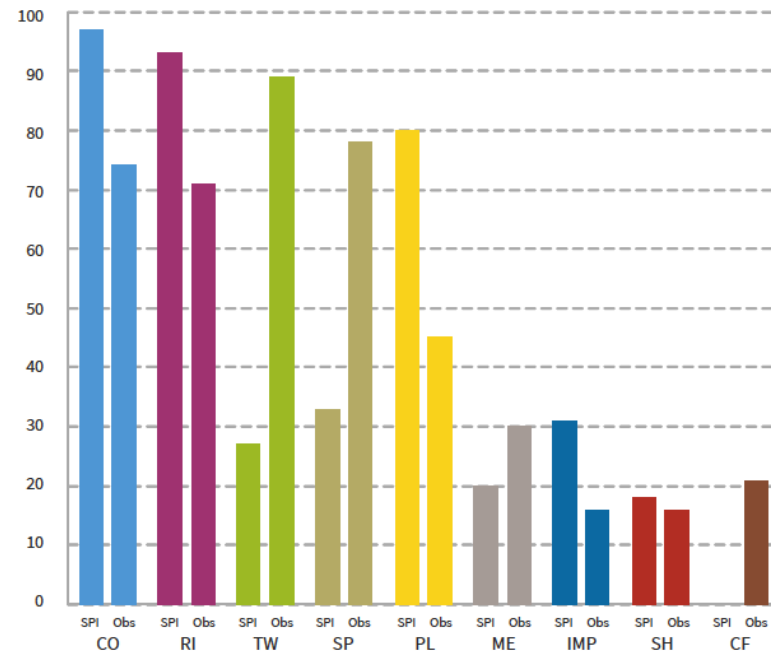
**Your Observers see** some different strengths than you do. They see your ability to adapt, your empathy and your selflessness in doing what is required.

**What do your Observers agree on?** They see that you immerse yourself in your chosen subjects, give confidence to those around you and say the right thing at the right time.

	Self-Perception (SPI)	Observations (Obs)
CO	97	74
RI	93	71
TW	27	89
SP	33	78
PL	80	45
ME	20	30
IMP	31	16
SH	18	16
CF	0	21

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 and Resource Investigator

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.

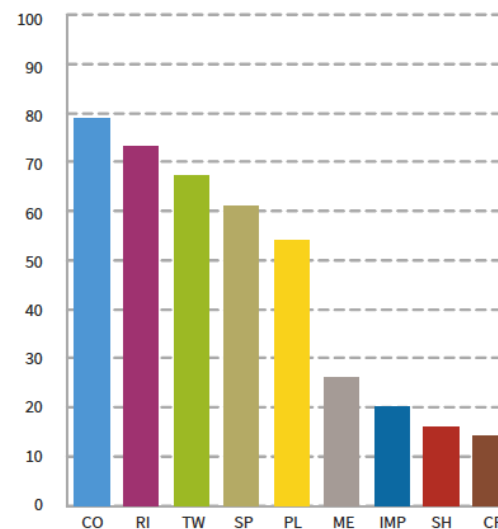
Your working style should be one of facilitating innovation

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.

Percentile



## **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:

- soaking up new information.
- giving confidence to others.
- work where handling people with tact is important.

### **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.
- draw out contributions from others and make the best use of the talent within a team.
- be drawn to work involving communicating with others within and outside the team.
- enjoy work where you can use your outgoing nature and personal initiative.

### **Be aware of your weaknesses. You may:**

- not be very task focussed.
- not listen as much as is needed, on occasions.

### Based on your Self-Perception and 6 Observer Assessments

John, overall your top Team Roles are Co-ordinator, Resource Investigator, Teamworker and Specialist. 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



TW

#### Supporting

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



CO



SP

#### Project Managing

"Offering my expertise and knowledge to progress group work gives me satisfaction."



RI



TW

#### Liaising

"My strength lies in building better communications with others."

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

	1	2	3	4	5	6	7	8	9
Self-Perception	CO	RI	PL	SP	IMP	TW	ME	SH	
<b>Observers:</b>									
Jack Payne	RI	SP	TW	CO	ME	PL	CF		
Farah Pink	TW	RI	SP	IMP	CO	ME	PL	CF	
Kiara Hart	TW	CO	RI	SH	SP	PL			
Ben Low	SP	CF	TW	CO	PL	RI	SH		
Jane Crow	PL	RI	CO	TW	SP	IMP	ME	CF	SH
Ali Blue	TW	SP	CO	RI	ME	PL	SH		
Observers' Overall Views	TW	SP	CO	RI	PL	ME	CF	SH	IMP
Your Overall Team Role Composition	CO	RI	TW	SP	PL	ME	IMP	SH	CF

- 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	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

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*.

motivated by learning	8	logical	4	<i>uninvolved with specifics</i>	1	reliable	1
encouraging of others	8	<i>engrossed in own area</i>	3	<i>procrastinating</i>	1	<i>unenthusiastic</i>	0
diplomatic	7	persuasive	3	<i>over-sensitive</i>	1	<i>oblivious</i>	0
<i>over-talkative</i>	6	seizes opportunities	3	<i>fussy</i>	1	<i>restricted in outlook</i>	0
creative	6	outspoken	3	<i>territorial</i>	1	<i>eccentric</i>	0
inquisitive	6	outgoing	3	shrewd	1	<i>inflexible</i>	0
broad in outlook	6	realistic	3	<i>impatient</i>	1	<i>unadventurous</i>	0
keen to impart expertise	6	analytical	3	original	1	<i>resistant to change</i>	0
willing to adapt	6	<i>over-delegating</i>	2	tough	1	<i>indecisive</i>	0
confident and relaxed	6	<i>absent-minded</i>	2	perfectionist	1	<i>reluctant to allocate work</i>	0
dedicated to subject	6	inventive	2	impartial	1	<i>confrontational</i>	0
caring	6	studious	2	competitive	1	<i>sceptical</i>	0
perceptive	5	challenging	2	self-reliant	1	<i>pushy</i>	0
consultative	5	persevering	2	corrects errors	1	<i>impulsive</i>	0
helpful	5	practical	2	methodical	1	<i>frightened of failure</i>	0
<i>fearful of conflict</i>	4	conscious of priorities	2	disciplined	1	imaginative	0
enterprising	4	<i>manipulative</i>	1	accurate	1	meticulous	0
free-thinking	4	<i>inconsistent</i>	1	efficient	1	hard-driving	0

### Self-Perception Inventory (SPI)

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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)

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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

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These are the positive characteristics or behaviours associated with a particular Team Role.

### Team Role Weakness

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A Team Role weakness is a weakness which tends to accompany a particular Team Role strength, and is the flipside or 'trade-off' for that strength. If someone's strength outweighs their weakness for a given Team Role, and the weakness does not detract from the contribution, it is called an 'allowable weakness'. Weaknesses become 'non-allowable' if taken to an extreme, or if the associated Team Role strength is not present.

### Percentiles

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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.

### Strong Example of a Team Role

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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.