



Ali Blue

Belbin Individual Team Role Report

SPI completion date: 26th January 2022

Observer completion date: 26th January 2022

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

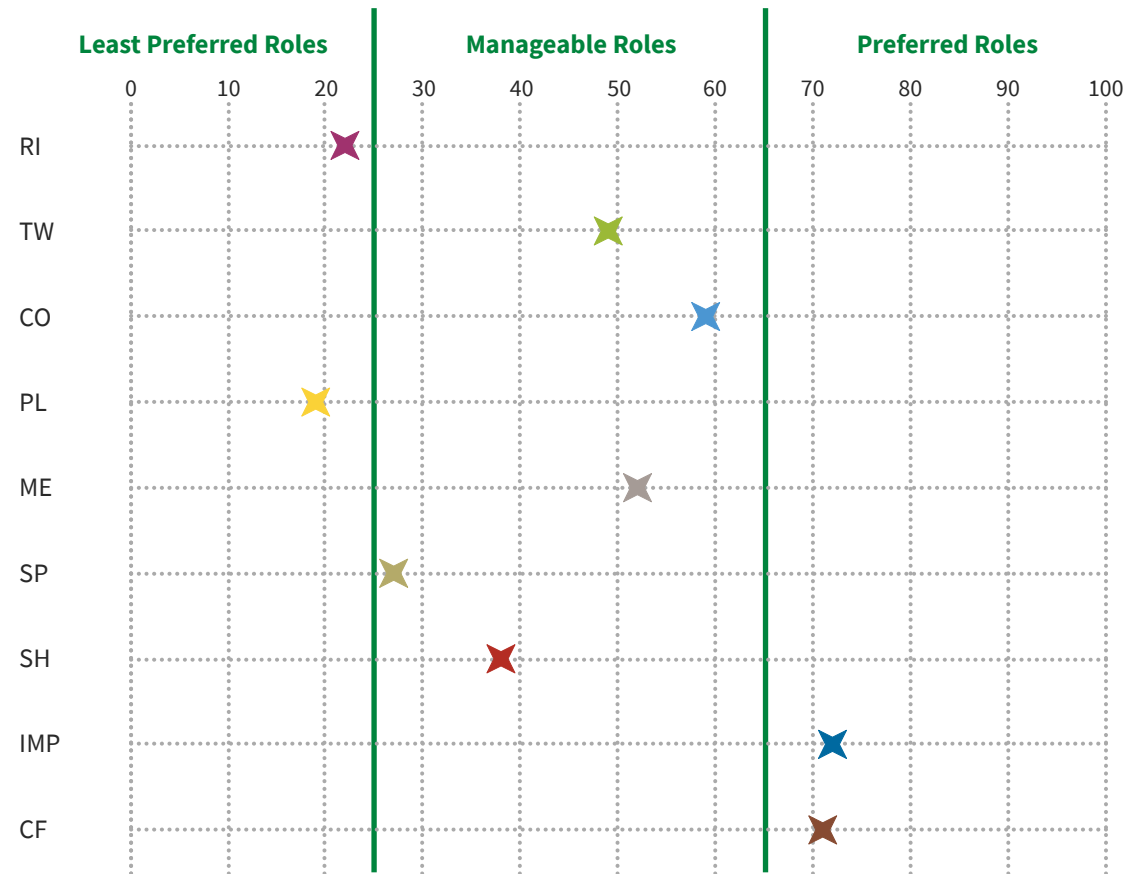
CF

Completer Finisher

Based on your Self-Perception only

Ali, from your own perspective, Implementer and Completer Finisher are your top contributions.

You are very task-focused and are interested not only in getting work done, but in achieving and maintaining high standards. You seem to be concerned with structure and detail, which is likely to be appreciated by work colleagues.



- 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.

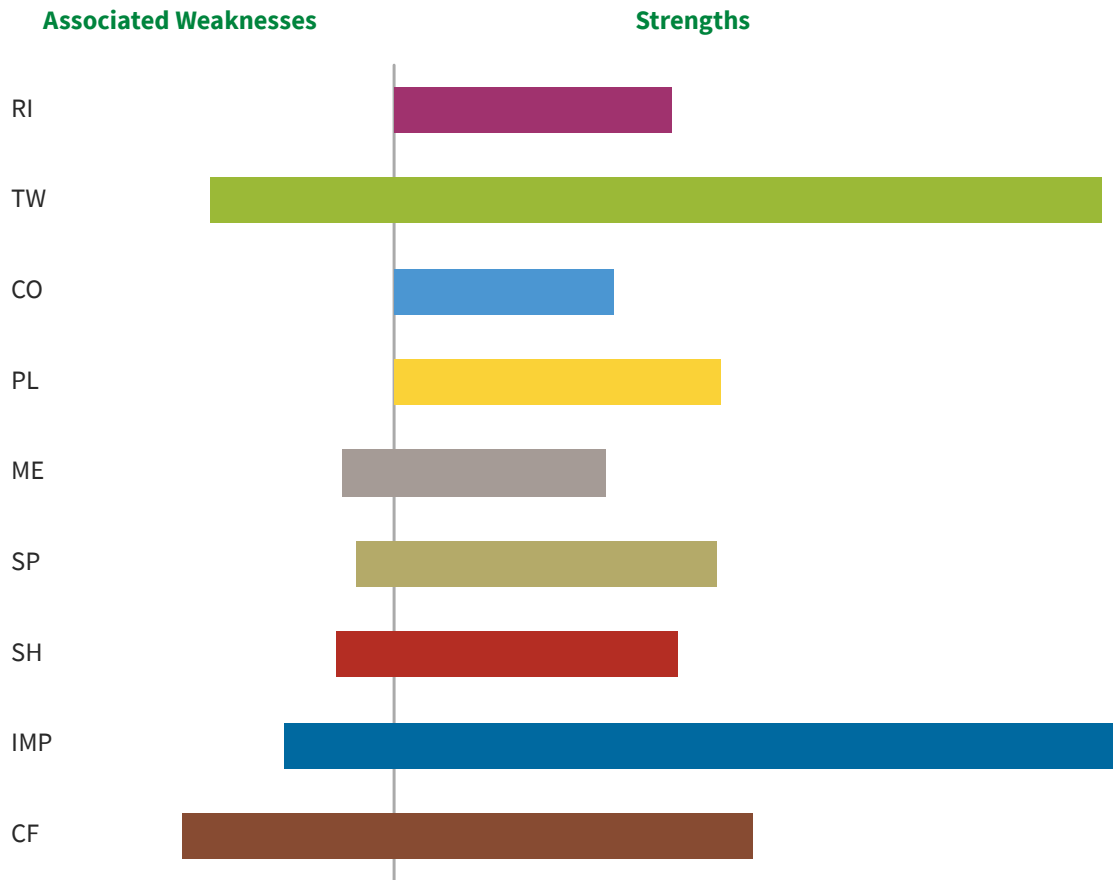
RI	TW	CO	PL	ME	SP	SH	IMP	CF
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on 6 Observer Assessments

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

They identified that you possess the following characteristics: reliable, caring, helpful and efficient.

- 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
SP Specialist
SH Shaper
IMP Implementer
CF Completer Finisher

Based on your Self-Perception and 6 Observer Assessments

You see yourself as someone who thrives on process, discipline, hard work and routine.

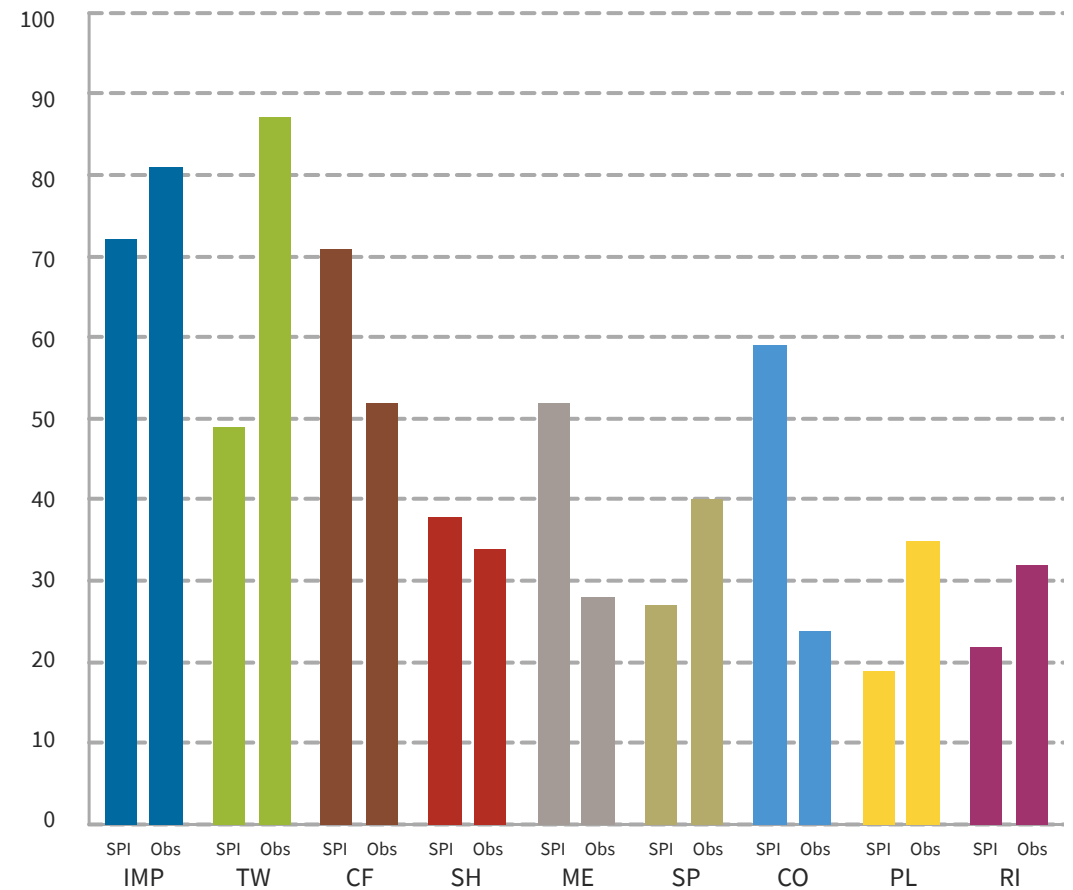
Others agree. However, they also see your ability to adapt, your empathy and your selflessness in doing what is required.

What do your Observers all agree on? They see that you can be trusted to play your part, are considerate to others and assist with what needs to be done.

	Self-Perception (SPI)	Observations (Obs)
IMP	72	81
TW	49	87
CF	71	52
SH	38	34
ME	52	28
SP	27	40
CO	59	24
PL	19	35
RI	22	32

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
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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: Implementer and Teamworker

You appear to be someone who does the things that need to be done, whether in terms of the work to be performed or in providing general assistance. The value of this focus is that yours is a contribution which has the potential of being appreciated everywhere. For example, when you find yourself engaged in a key project or task, you will be the person who knows how best to cope with the pressing everyday issues that arise.

However, you may find it more difficult to progress when placed in an upfront role. This will be especially true where the focus is on selling new lines or ideas to others. For this reason you should benefit from close association with a prominent manager or colleague with a gift for proclaiming a message loud and clear. This person might be strong and demanding but can offer you their forceful voice when you most need it.

The greater your skill in handling the problems that others create in their wake, the more you will have an indispensable role to perform. Perhaps that is why in your case, who you work with, rather than precisely what work you perform, is likely to be more vital than for most people. For this reason, you should choose your job and your team with care. Take full account of who else is there and make sure that you avoid the company of a colleague with a strong sense of personal territory who might wish to squeeze you out. You need to feel comfortable if you are to offer your best.

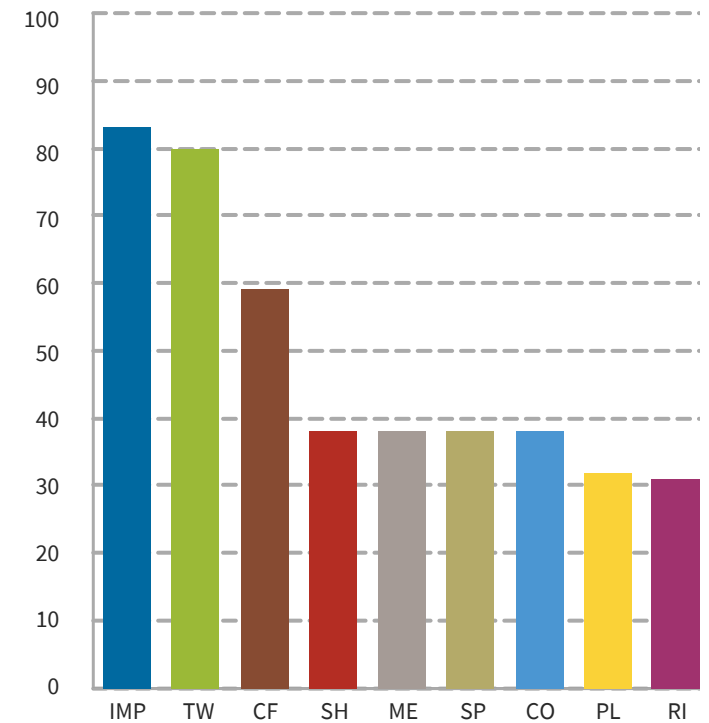
As a manager, you are likely to work best with those who share your work ethic and are able to add the necessary finishing touches.

Your overall operating style should be of someone who takes a pride in the job, in helping others and in creating a good atmosphere at work.

You appear to have an affinity for accuracy and maintaining high standards. To enhance your performance, try taking on tasks such as proofreading or checking the final figures, which will help you to sharpen your attention to detail further. The more you show yourself to be someone capable of picking up on errors which could otherwise cause embarrassment, the more valuable you will become to the team.

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 develops and can exploit useful contacts outside the organisation. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to improve.

Percentile



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 your Self-Perception and 6 Observer Assessments

Work Environment

As a dependable person who takes a systematic approach to work, you're likely to fare best in a job which is already structured. You'll feel most comfortable with taking on additional responsibility if you're in a positive team environment which offers continued encouragement and support.

Others see that you would be suited to:

- jobs where there is need for dependability.
- a job where looking after others is highly valued.
- providing support for clients or colleagues as required.

Presenting Yourself

- Point out to others that you are not afraid of hard work and actually find it rewarding.
- Show that you are someone who likes planning, organisation and running a system.
- However, do point out that you are able to adapt when needed and can be flexible.
- Let people know that you are happy to fit in and be versatile. Ask, "How can I help?" when appropriate.
- You're naturally attuned to others' wants and needs. You'll be appreciated for your ability to listen and can empathise.
- However, whilst your willingness to compromise is hugely appreciated, ensure you don't shy away from difficult topics.

Announce your strengths. You are likely to:

- work best in a well-structured environment which is not subject to frequent change.
- be able to adapt to others and relied upon to do what needs to be done.
- be accomplished at planning and organizing your work.
- use your intuition when working with colleagues and help to defuse friction in the team.

Be aware of your weaknesses. You may:

- worry too much about trying and failing.

Based on your Self-Perception and 6 Observer Assessments

Ali, overall your top Team Roles are Implementer, Teamworker, Completer Finisher and Shaper. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



IMP



TW

Meeting Requirements

"I make a point of trying to adapt to the needs of people and the organisation."



IMP



CF

Deploying Quality Processes

"I am at my most effective when I can improve procedures as I apply them."



IMP



SH

Assigning Tasks

"I am ready to lead from the front when it comes to hard work."



TW



CF

Assisting

"I am most appreciated for the way I can achieve high standards when working with others."

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	IMP	CF	CO	ME	TW	SH	SP	RI	PL
Observers:									
Antonio Lime	IMP	PL	CF	CO	TW	SP	ME	RI	SH
Pamela Olive	IMP	TW	SP	ME	CF	CO			
Robbie Yellow	TW	IMP	SH	CF	RI	SP	ME	CO	
Nisha Navy	TW	IMP	PL	RI	SP	ME	CO	CF	SH
Erin Blue	PL	CF	TW	RI	SP	CO	SH	IMP	ME
Ravi Teal	SH	IMP	TW	CF	ME	RI	SP		
Observers' Overall Views	TW	IMP	CF	SP	PL	SH	RI	ME	CO
Your Overall Team Role Composition	IMP	TW	CF	SH	ME	SP	CO	PL	RI

- 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.

reliable	11	<i>resistant to change</i>	3	seizes opportunities	2	<i>unenthusiastic</i>	0
caring	8	<i>indecisive</i>	3	keen to impart expertise	2	<i>oblivious</i>	0
helpful	7	<i>reluctant to allocate work</i>	3	diplomatic	2	<i>over-delegating</i>	0
efficient	6	<i>fearful of conflict</i>	3	outgoing	2	<i>manipulative</i>	0
imaginative	5	perfectionist	3	accurate	2	<i>inconsistent</i>	0
hard-driving	5	meticulous	3	<i>over-sensitive</i>	1	<i>restricted in outlook</i>	0
perceptive	5	competitive	3	<i>fussy</i>	1	<i>eccentric</i>	0
practical	5	outspoken	3	<i>territorial</i>	1	<i>uninvolved with specifics</i>	0
encouraging of others	5	methodical	3	shrewd	1	<i>inflexible</i>	0
conscious of priorities	5	consultative	3	tough	1	<i>absent-minded</i>	0
<i>frightened of failure</i>	4	willing to adapt	3	impartial	1	<i>procrastinating</i>	0
studious	4	logical	3	enterprising	1	<i>over-talkative</i>	0
creative	4	dedicated to subject	3	free-thinking	1	<i>confrontational</i>	0
inquisitive	4	<i>unadventurous</i>	2	challenging	1	<i>pushy</i>	0
persevering	4	<i>sceptical</i>	2	motivated by learning	1	<i>impulsive</i>	0
self-reliant	4	<i>impatient</i>	2	corrects errors	1	<i>engrossed in own area</i>	0
realistic	4	inventive	2	confident and relaxed	1	original	0
disciplined	4	persuasive	2	analytical	1	broad in outlook	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.