

BELBIN**ASSESSMENT RESULTS IN RANK ORDER**

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

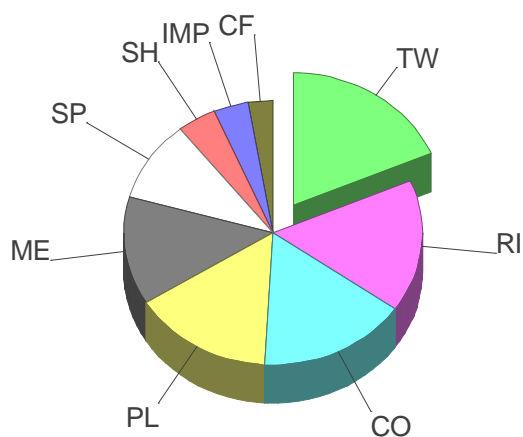
Assessment by**Team Roles in Rank Order****1 2 3 4 5 6 7 8 9**

Self-Perception	TW	RI	CO	PL	ME	SP	SH	IMP	CF
Jennifer	RI	CO	SH	SP	IMP	PL	ME	CF	TW
Gloria	TW	RI	CO	CF	SH	SP	PL	ME	IMP
Robert	CO	RI	TW	IMP	ME	SH	CF	SP	PL
Tom	CO	IMP	RI	PL	CF	SH	TW	ME	SP
Jane	ME	TW	CO	IMP	RI	CF	SP	PL	SH
OVERALL RANKING	CO	RI	TW	ME	IMP	SH	PL	SP	CF

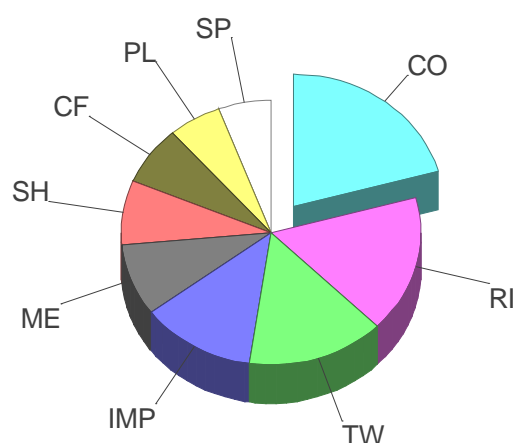
Pie Chart of SPI versus Observer Data

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

Self-Perception



Observers












The following are the relative sizes of each slice of the pies, expressed as a percentage of the total:

		Self-Perception	Observers
PL	Plant	15.3	5.7
RI	Resource Investigator	16.2	16.7
CO	Co-ordinator	16.2	20.7
SH	Shaper	4.2	7.8
ME	Monitor Evaluator	13.3	8.8
TW	Teamworker	18.6	14.9
IMP	Implementer	3.8	12.4
CF	Completer Finisher	2.7	7.2
SP	Specialist	10.0	5.7

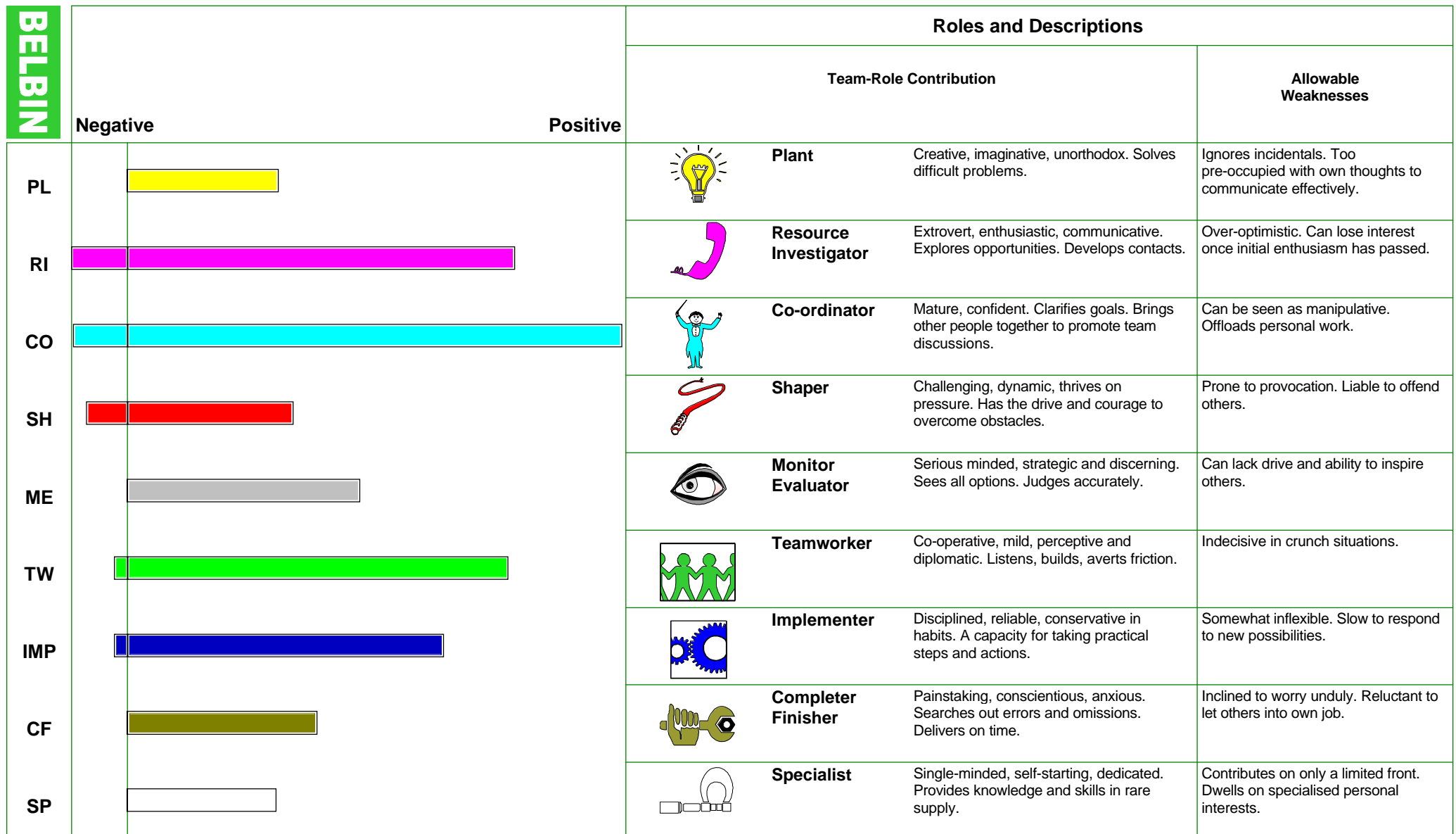
SELF-PERCEPTION TEAM ROLE PROFILE

Name David
 Organisation BELBIN
 Department (Sample Self+Observers Report)

BELBIN	Least Preferred Roles			Manageable Roles				Preferred Roles				Roles and Descriptions		
												Team-Role Contribution		Allowable Weaknesses
	0	10	20	30	40	50	60	70	80	90	100			
PL	X	.	.	.		Plant Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RIX	.	.	.		Resource Investigator Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
COX	.	.	.		Co-ordinator Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	.	.	X		Shaper Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	X		Monitor Evaluator Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TWX	.	.		Teamworker Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	.	.	X.		Implementer Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	.	X		Completer Finisher Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	X		Specialist Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.

BAR GRAPH OF OBSERVER WORDS

Name David
 Organisation BELBIN
 Department (Sample Self+Observers Report)



COUNSELLING REPORT

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

Please note that this report is based on the complete profile.

Your profile is ideally suited to the outward-looking company. Or, at any rate, you are well placed to help an enterprise develop opportunities in the modern world. This you can do by meeting people, by finding out what is going on in other places, and by acting as the counterbalance to inward-looking specialists, especially those who adopt the defensive "not invented here" syndrome.

Within the organization itself we should expect you 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 and co-ordinate is your greatest strength.

If you are subject to any problems, it could be that you allow enthusiasm and optimism to run away with you. 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 cloak unexpressed opposition. Once you realize this, there is every prospect that you will deal with the matter very effectively. On the whole, you will be happier working with those who interact freely and without reservation. With such colleagues you should be good at developing ideas. Under your influence the team should grow to become greater than its individual parts. Make a point also of finding a sober adviser. Such a person can not only act as a catalyst but also serve to steer you into the best decisions when you are faced with a large number of options.

Your management style should be one of facilitating innovation and progress by using whatever resources you can find and by using your social skills to deflect opposition.

Your own perception of your top team role is supported by the views of others.

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 on which every significant operation can hinge. So if you can work in harmony with someone who has these qualities, your own performance is likely to benefit.

BELBIN**CHARACTER PROFILE**

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

Please note that this report is based on the complete profile.

Strengths

Generally regarded as an individual who is broad in outlook, calm & confident, diplomatic, and encouraging of others.

Has a pleasant and accommodating attitude. Keen to get on well with colleagues. Requires work where he can use his outgoing nature. Likes to use personal initiative. Has a strong need to be in work involving close liaison and communication with others. Has an interest in drawing out contributions from others and making the best use of a team. An ability to give confidence and direction to others. Keen to steer people towards common objectives. Maintains a broad focus while leaving the details to others.

Possible Weaknesses

Lacks the characteristics required for sustained concentration. Dependent on continuous stimulation and inclined to lose interest quickly.

Should not be involved in work where a sense of urgency is important.

Check at Interview

On the initial evidence, David should make a natural interviewee who contributes actively to the interview. Is this the image that comes across? If so, management potential is supported. But check how far he follows through with initiatives or slides out of responsibilities when it comes to looking at the details.

Placement

Should be placed in a job where skills in liaison work are at a premium. David could thrive in a job where contacts need to be developed and maintained. Could do well in situations where close links are lacking or have not been long established. A good person to be invited to join ad hoc teams and working parties. Should not be offered an appointment which would place David in a position of periodic isolation.

MOST HIGHLY RATED OBSERVER RESPONSES

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

This list shows words from Observers Assessments and their scores in descending order of popularity.

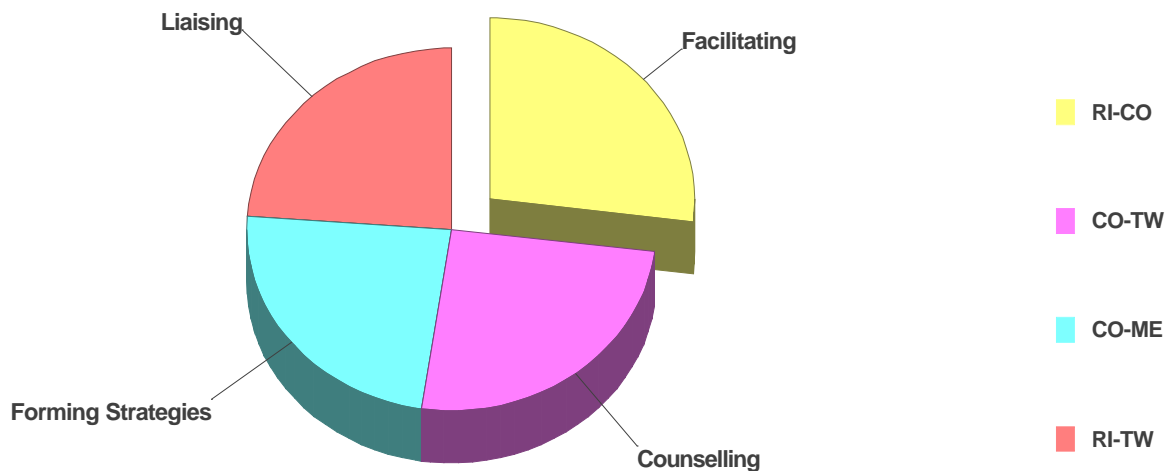
broad in outlook	5	original	1
encouraging of others	5	imaginative	1
diplomatic	5	single-minded	1
calm & confident	5	shrewd	1
adaptable	4	provocative	1
consultative	4	self-reliant	1
conscious of priorities	4	analytical	1
efficient	4	practical	1
caring	4	resistant to change	1
loyal	4	indecisive	1
opportunistic	3	innovative	0
good at follow through	3	creative	0
persistent	3	tough	0
disciplined	3	perfectionist	0
outgoing	3	hard driving	0
observant	3	erratic	0
well organised	3	forgetful	0
laid back	3	frightened of failure	0
persuasive	3	inflexible	0
knowledgeable	3	insular	0
conscientious	3	over-sensitive	0
enterprising	2	reluctant to delegate	0
impartial	2	sceptical	0
challenging	2	technically skilful	0
easily bored	2	territorial	0
manipulative	2	unorthodox	0
outspoken	2	accurate	0
inquisitive	2	fearful of conflict	0
realistic	2	fussy	0
logical	2	up-in-the-clouds	0
impulsive	2	aggressive	0
clever	2	critical	0
competitive	2	not interested in others	0
co-operative	2	slow-moving	0
professionally dedicated	2	unadventurous	0
impatient	2	empire building	0

PERSONAL WORK STYLE

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)

Please note that this report is based on the complete profile.

The pie chart suggests four styles of working which would suit you. These are derived from a combination of your top team roles.



Here are some phrases to help you project your preferred work style:

"Dealing and meeting with people are what I do best."
"I like dealing with people and helping them solve their problems."
"I feel I am best in the role of offering discerning advice and direction."
"My strength lies in building better communications with people."

BELBIN**OVERVIEW OF TEAM-ROLE PROFILES**

Annette, : ACME Plastics
 SPI Test Date 21/02/1994

Self-Perception	ME	SP	TW	SH	PL	IMP	CO	RI	CF
Observations (6)	ME	SP	CO	CF	TW	IMP	SH	PL	RI
Overall	ME	SP	CF	CO	TW	IMP	PL	SH	RI

Bob, : ACME Plastics
 SPI Test Date 24/04/1994

Self-Perception	RI	SH	ME	CF	CO	PL	TW	SP	IMP
Observations (5)	RI	SP	PL	SH	CO	CF	ME	TW	IMP
Overall	RI	SH	SP	PL	CO	ME	CF	TW	IMP

David, : ACME Plastics
 SPI Test Date 24/11/1993

Self-Perception	TW	RI	CO	PL	ME	SP	SH	IMP	CF
Observations (5)	CO	RI	TW	IMP	ME	SH	CF	PL	SP
Overall	CO	RI	TW	ME	IMP	SH	PL	SP	CF

Donna, : ACME Plastics
 SPI Test Date 18/02/1994

Self-Perception	CO	SH	ME	CF	SP	IMP	RI	TW	PL
Observations (5)	SH	ME	TW	SP	CO	RI	CF	PL	IMP
Overall	SH	ME	CO	CF	SP	TW	RI	IMP	PL

Jenny, : ACME Plastics
 SPI Test Date 07/12/1993

Self-Perception	CF	TW	SP	RI	ME	IMP	PL	SH	CO
Observations (5)	IMP	CF	TW	SP	CO	ME	PL	RI	SH
Overall	CF	IMP	TW	SP	CO	PL	ME	RI	SH

Julia, : ACME Plastics
 SPI Test Date 20/07/1993

Self-Perception	TW	SP	RI	IMP	PL	CF	CO	SH	ME
Observations (5)	TW	IMP	CF	CO	ME	RI	SP	PL	SH
Overall	TW	CF	IMP	RI	CO	SP	PL	ME	SH



TEAM REPORT

Annette
Bob
David
Donna
Jenny

Julia

The selected candidates are members of Acme Team

This is a team that will address itself to the tasks before it, in a thorough and consultative fashion. Anything that the team produces, should have the stamp of quality upon it, even if the price of that achievement may be a tendency to function more slowly than is desirable in some circumstances. The team does possess the advantage of looking well balanced in terms of attention to detail and attention to people. The only worry is that it does not become too preoccupied with specific issues and not see the forest for the trees.

In allocating tasks and functions within this team, we would suggest:

Annette

- should be made responsible for ensuring that all worthwhile options are considered by the team. Needs a key role in planning. An arbiter in the event of controversy.

Bob

- should do most of the problem solving or be responsible for generating any new strategies or ideas and proposing solutions to the rest of the team.
- should be responsible for developing outside contacts and exploring any new opportunities. Needs to be given a chance to conduct negotiations but must report back to the group.

David

- may be the best person to co-ordinate group effort, ensure that everyone has a useful role and that the team works towards a common and agreed goal.

Donna

- is the person best suited to overcoming obstacles and opposition, creating a sense of urgency and ensuring that talk is turned into worthwhile action.

Jenny

- should be appointed the organizer, responsible for the procedures and practical steps to be taken once the team reaches significant decisions.
- should ensure that the team's work meets the necessary deadlines and conforms to the highest standards. Responsible for ensuring that there are no inaccuracies or errors.

Julia

- should play a floating role, using versatile qualities to help with any features of the work that others cannot manage. Should use diplomatic skills to overcome conflict.

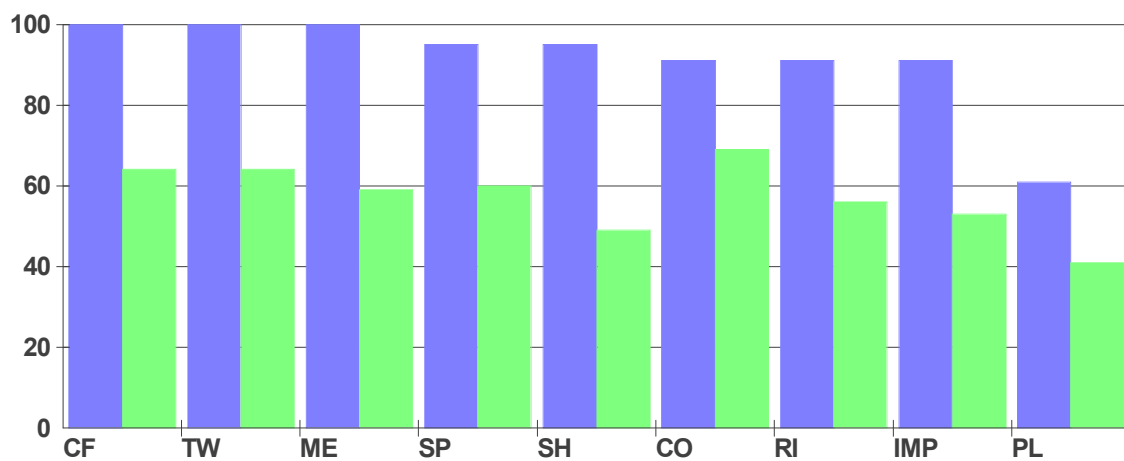
TEAM REPORT

BELBIN

Annette
Bob
David
Donna
Jenny

Julia

The selected candidates are members of Acme Team



For each pair of bars, the bar on the left represents the individual who has been allocated this Team Role function. The bar on the right represents the group's average score.

STRONG EXAMPLES OF TEAM ROLES

The selected candidates are members of Acme Team

There are 2 examples of a strong Resource Investigator in this group.

These are: Bob, ACME Plastics
 David, ACME Plastics

There is one example of a strong Co-ordinator in this group.

This is: David, ACME Plastics

There are 2 examples of a strong Shaper in this group.

These are: Bob, ACME Plastics
 Donna, ACME Plastics

There are 2 examples of a strong Monitor Evaluator in this group.

These are: Annette, ACME Plastics
 Donna, ACME Plastics

There are 2 examples of a strong Teamworker in this group.

These are: Jenny, ACME Plastics
 Julia, ACME Plastics

There are 2 examples of a strong Implementer in this group.

These are: Jenny, ACME Plastics
 Julia, ACME Plastics

There are 3 examples of a strong Completer Finisher in this group.

These are: Annette, ACME Plastics
 Jenny, ACME Plastics
 Julia, ACME Plastics

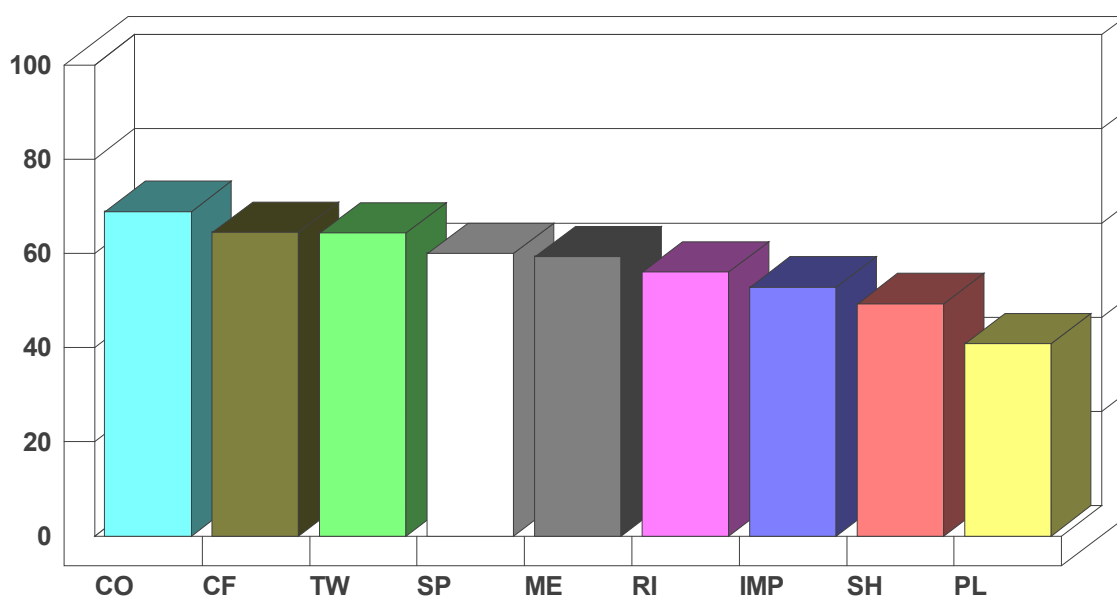
There is one example of a strong Specialist in this group.

This is: Annette, ACME Plastics

There is no strong example of the following team roles: PLANT

GROUP: TEAM-ROLE AVERAGES

Please note that this report is based on the complete profile.



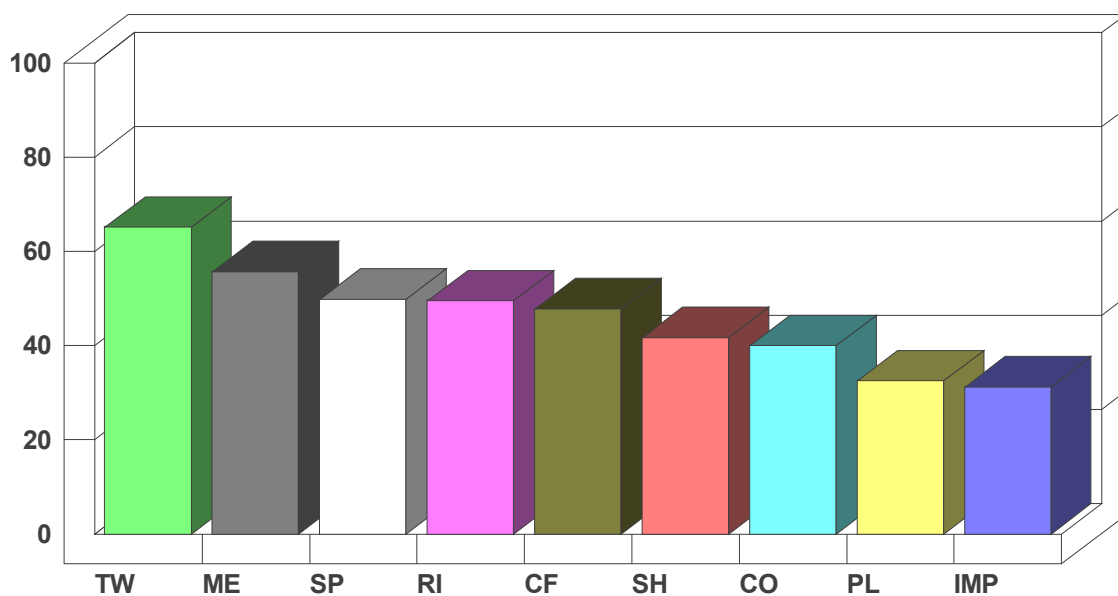
Number of Candidates : 6
Number of Observations : 31

At its best this group will conduct its social relationships or its business in a mature fashion. This means that the group can achieve more than the sum of its individual contributions. Its members should be adept at nurturing talent and using that talent to best advantage.

At its worst, this group may lack the people to come up with entirely new ideas and strategies. Whether this matters or not will depend on the primary goals and objectives.

GROUP: TEAM-ROLE AVERAGES

Please note that this report is based on Self-Perception details only



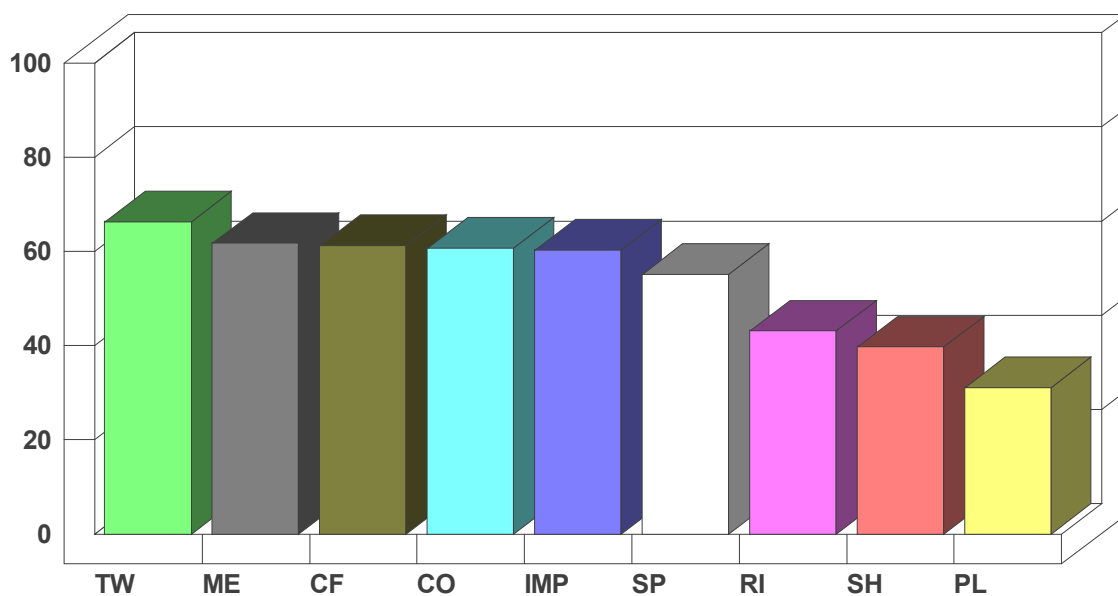
Number of Candidates : 6

This group is likely to get on well together with good team atmosphere and a sense of shared responsibility. This will all make for a very pleasant working environment. Its strength will be in its caring attitude and ability to adapt and respond to others.

At its worst, this group may fail to put its decisions into operation in a practical manner. Is there anyone in the group who is willing or capable of acting as an efficient organiser ? Or should the group seek to find someone from outside ?

GROUP: TEAM-ROLE AVERAGES

Please note that this report is based on Observer details only.



Number of observed Candidates : 6

Number of Observations : 31

This group is likely to get on well together with good team atmosphere and a sense of shared responsibility. This will all make for a very pleasant working environment. Its strength will be in its caring attitude and ability to adapt and respond to others.

At its worst, this group may lack the people to come up with entirely new ideas and strategies. Whether this matters or not will depend on the primary goals and objectives.

GROUP: MOST HIGHLY RATED OBSERVER RESPONSES

This list shows words from Observers Assessments and their scores in descending order of popularity.

conscientious	21	easily bored	6
observant	20	sceptical	6
knowledgeable	20	imaginative	5
diplomatic	18	tough	5
efficient	18	opportunistic	5
accurate	18	single-minded	5
co-operative	18	inquisitive	5
well organised	17	laid back	5
calm & confident	17	perfectionist	4
encouraging of others	16	challenging	4
consultative	16	reluctant to delegate	4
conscious of priorities	16	impulsive	4
caring	16	original	3
loyal	16	hard driving	3
professionally dedicated	16	aggressive	3
logical	15	innovative	2
self-reliant	14	creative	2
persistent	14	forgetful	2
realistic	14	frightened of failure	2
technically skilful	13	manipulative	2
broad in outlook	13	provocative	2
disciplined	13	fearful of conflict	2
analytical	13	fussy	2
good at follow through	12	resistant to change	2
practical	11	not interested in others	2
competitive	11	indecisive	2
adaptable	10	erratic	1
persuasive	10	inflexible	1
clever	10	insular	1
impatient	10	territorial	1
enterprising	8	slow-moving	1
shrewd	8	unadventurous	1
impartial	8	over-sensitive	0
outgoing	8	unorthodox	0
critical	8	up-in-the-clouds	0
outspoken	7	empire building	0

Number of observed Candidates : 6

Number of Observations : 31

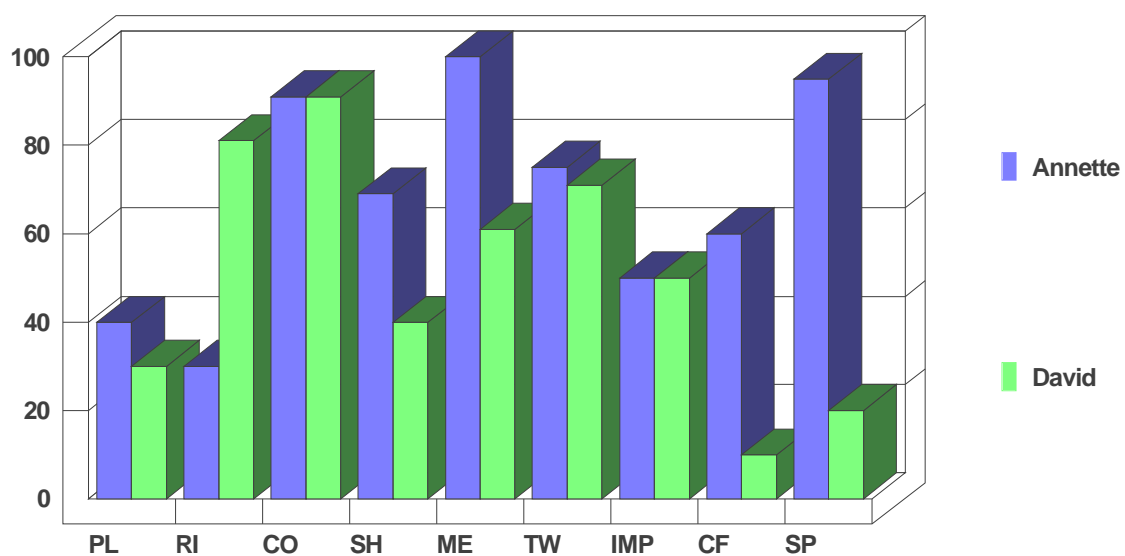
BELBIN

CANDIDATES' WORKING RELATIONSHIPS

First: Annette, ACME Plastics
Second: David, ACME Plastics

Annette is a colleague of David.

Please note that large differences in personal calibre, or strongly held viewpoints, may over-ride any of these forecasts based on team role chemistry.



A relationship which offers promise in issues of determining strategy and policies provided Annette's thought and logic is given a sense of direction by David.

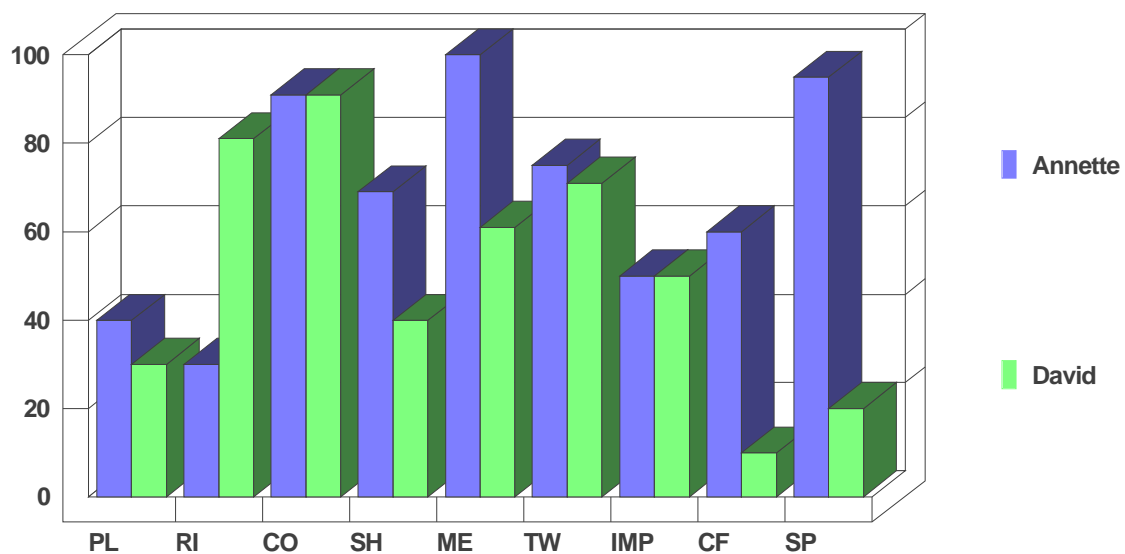
BELBIN

CANDIDATES' WORKING RELATIONSHIPS

First: Annette, ACME Plastics
Second: David, ACME Plastics

Annette is the boss of David.

Please note that large differences in personal calibre, or strongly held viewpoints, may over-ride any of these forecasts based on team role chemistry.



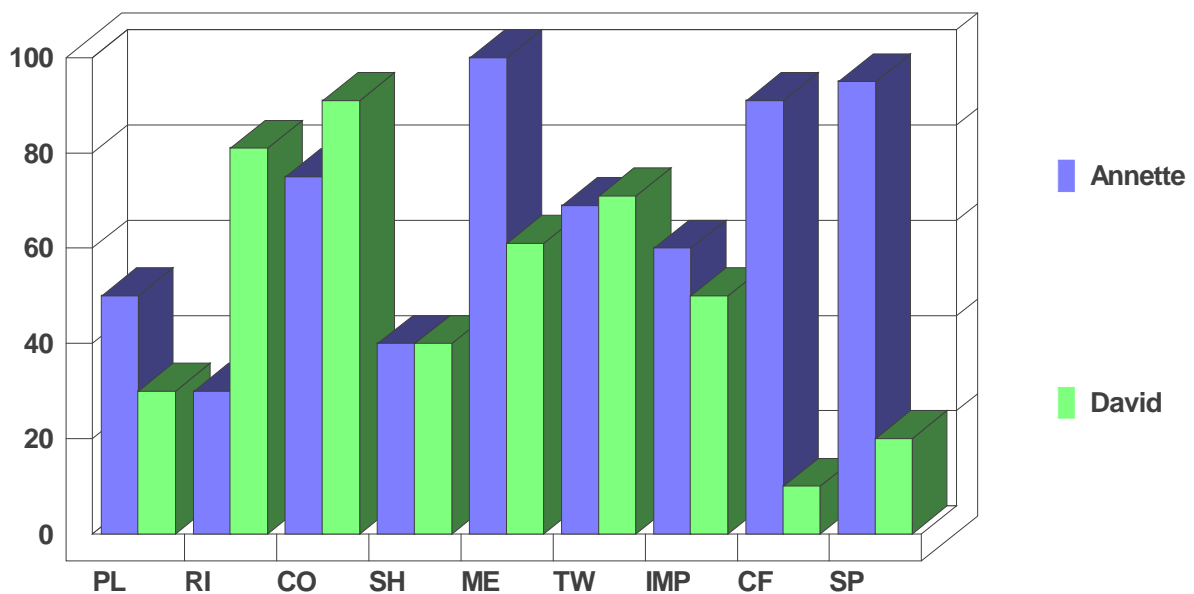
This combination is likely to be at its best where Annette provides the occasional touch on the tiller and David co-ordinates the plans decided upon.

CANDIDATES' WORKING RELATIONSHIPS

First: Annette, ACME Plastics
Second: David, ACME Plastics

Annette is a subordinate of David.

Please note that large differences in personal calibre, or strongly held viewpoints, may over-ride any of these forecasts based on team role chemistry.

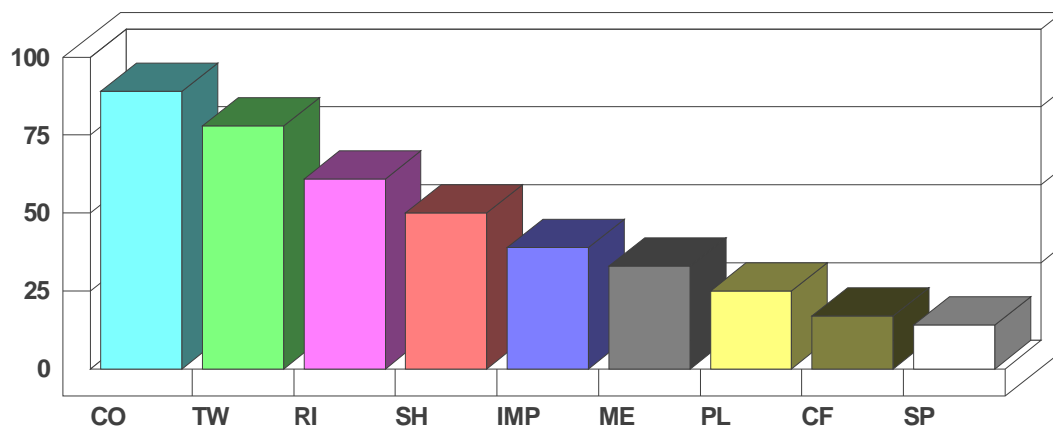


This is generally a useful combination providing David respects and heeds Annette's advice. The only danger is that this relationship could spend excessive time on theoretical issues.

Job Direct Report

Job Name Human Resource Manager

Team Role Profile for Human Resource Manager



The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded. The job also demands someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

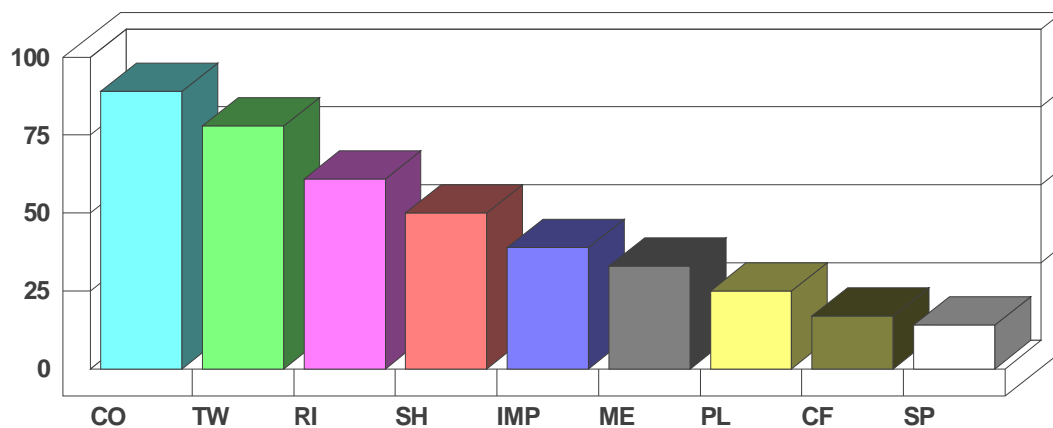
The work entails a fair degree of socially pro-active behaviour and a readiness to get out and about and meet people.

On this specification general managerial ability is more important than the possession of any particular knowledge or experience.

Job Counselling Report

Job Name Human Resource Manager

Team Role Profile for Human Resource Manager



The essence of this job is the cultivation of good close personal relations with your associates while at the same time keeping a close eye on the goals that have to be achieved. You will need to be flexible in the way you interpret your job so as to take account of the needs and interests of others.

The person most likely to succeed in this job is one who can motivate and control others without resorting to dictatorial methods. An interest in and appreciation of other people's work will play a key part if a real success is to be made of this job.

BELBIN**Job Observations Report****Job Name** Human Resource Manager

The following are the most important words for the job, in popularity order. "*" indicates that at least one observer placed the word in the top three.

observant	**4
persuasive	**4
encouraging of others	**3
consultative	**3
outgoing	*3
hard driving	3
co-operative	3
practical	*2
impartial	2
realistic	2
imaginative	*1
broad in outlook	*1
innovative	1
enterprising	1
adaptable	1
diplomatic	1
persistent	1
logical	1
well organised	1
calm & confident	1

The following are the characteristics regraded as most detrimental to the job, in popularity order.

not interested in others	3
critical	3
provocative	1
erratic	1
forgetful	1
fearful of conflict	1

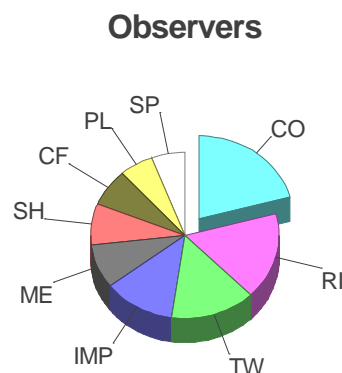
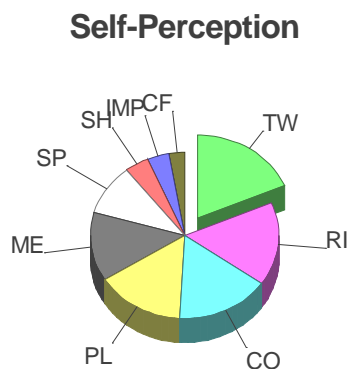
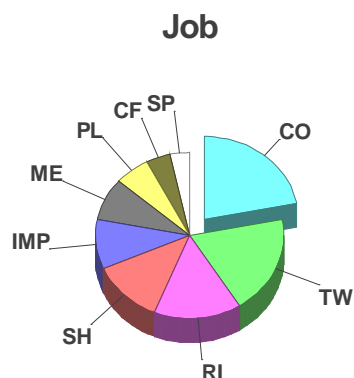
aggressive	1
empire building	1

The following observers have assessed the job:

Sam
Jane
Brian
Terry

BELBIN**Candidate's Suitability for the Job**

Name David
Organisation BELBIN
Department (Sample Self+Observers Report)
Job Human Resource Manager



The following are the relative sizes of each slice of the pies, expressed as a percentage of the total:

		Job	Self-Perception	Observers
PL	Plant	6.2	15.3	5.9
RI	Resource Investigator	15.1	16.2	16.9
CO	Co-ordinator	21.9	16.2	20.8
SH	Shaper	12.3	4.2	8.0
ME	Monitor Evaluator	8.2	13.3	8.5
TW	Teamworker	19.2	18.6	14.6
IMP	Implementer	9.6	3.8	12.4
CF	Completer Finisher	4.1	2.7	7.2
SP	Specialist	3.4	10.0	5.7

This candidate is seen as having certain behavioural qualities that are useful to this job. These are being encouraging of others, and consultative.

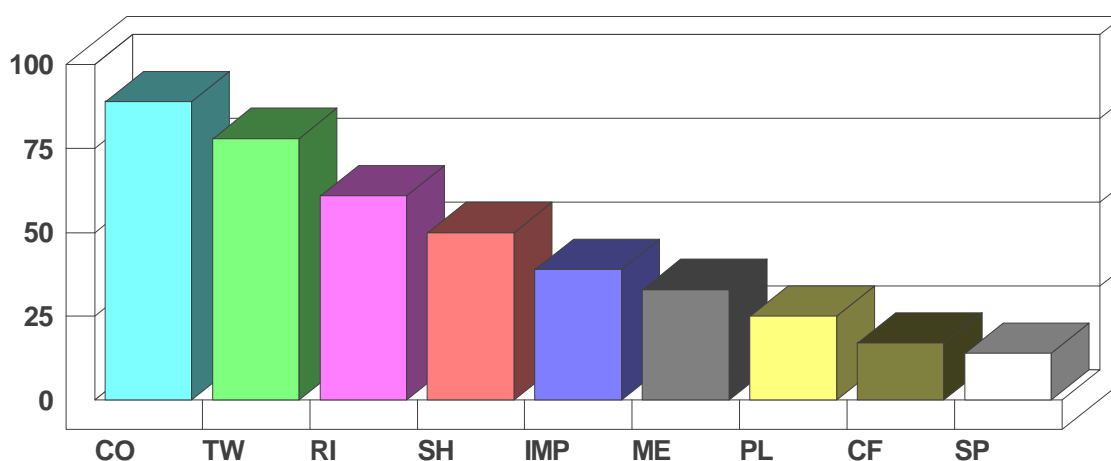
However, David is not observed as being hard driving, which would have been helpful.

BELBIN**CANDIDATE'S COMPATIBILITY WITH THE JOB**

Name David
Organisation Belbin
Department (Sample Self+Observers Report)
Job Name Human Resource Manager

This job requires (in ranked order):
 The candidate has this profile:

CO	TW	RI	SH	IMP	ME	PL	CF	SP
CO	RI	TW	ME	IMP	SH	PL	SP	CF

Team Role Profile for Human Resource Manager

The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded. The job also demands someone who can handle a wide range of individuals including difficult people with diplomacy and discretion. Social skills are very important to the key demands of this job. The likely candidate would be well received by others, create few enemies and be generally helpful and supportive.

The work entails a fair degree of socially pro-active behaviour and a readiness to get out and about and meet people.

On this specification general managerial ability is more important than the possession of any particular knowledge or experience.

David is an excellent fit with the job specification. He is seen as broad in outlook, calm & confident, consultative, and encouraging of others, which is valuable for this particular position.

David should be able to cope well with co-ordinating people and at steering group effort. Likely to make an effective contribution in working out priorities and formulating worthwhile goals. He has the necessary listening and supportive qualities and should contribute well to the fostering of team spirit. He seems to have the qualities needed for the exploratory part of the job and an ability to negotiate and sell. Should be sufficiently outgoing to meet the job demands.