



## ASSESSMENT RESULTS IN RANK ORDER

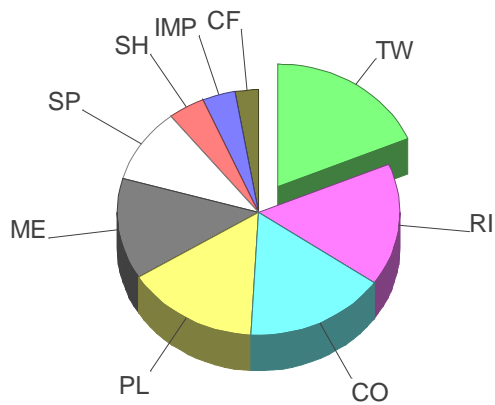
**Name** David  
**Organisation** BELBIN  
**Department** (Sample Self+Observers Report)

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
<b>OVERALL RANKING</b>	<b>CO</b>	<b>RI</b>	<b>TW</b>	<b>ME</b>	<b>IMP</b>	<b>SH</b>	<b>PL</b>	<b>SP</b>	<b>CF</b>

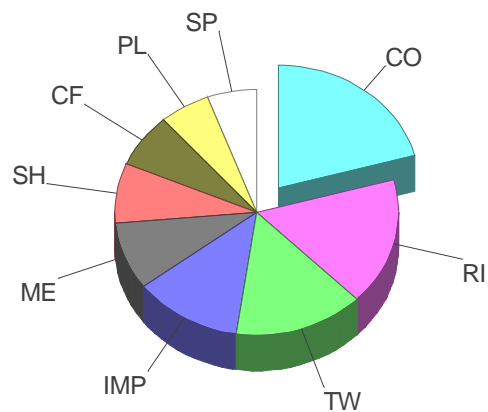
### Pie Chart of SPI versus Observer Data

**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	
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution	Allowable Weaknesses
	PL	.	.	.	.	.	.	.	X	.	.	.	 <b>Plant</b> Creative, imaginative, unorthodox. Solves difficult problems.
RI	.	.	.	.	.	.	.	.X	.	.	.	 <b>Resource Investigator</b> Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	.	.	.	.	.	.	.	.X	.	.	.	 <b>Co-ordinator</b> Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	.	.	X	.	.	.	.	.	.	.	.	 <b>Shaper</b> Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	.	.	.	.	.	.	X	.	.	.	.	 <b>Monitor Evaluator</b> Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	.	.	.	.	.	.	.	.	.X	.	.	 <b>Teamworker</b> Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	.	.	X	.	.	.	.	.	.	.	.	 <b>Implementer</b> Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	.	X	.	.	.	.	.	.	.	.	.	 <b>Completer Finisher</b> Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	.	.	.	.	.X	.	.	.	.	.	.	 <b>Specialist</b> 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)

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

## 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 firm 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.**

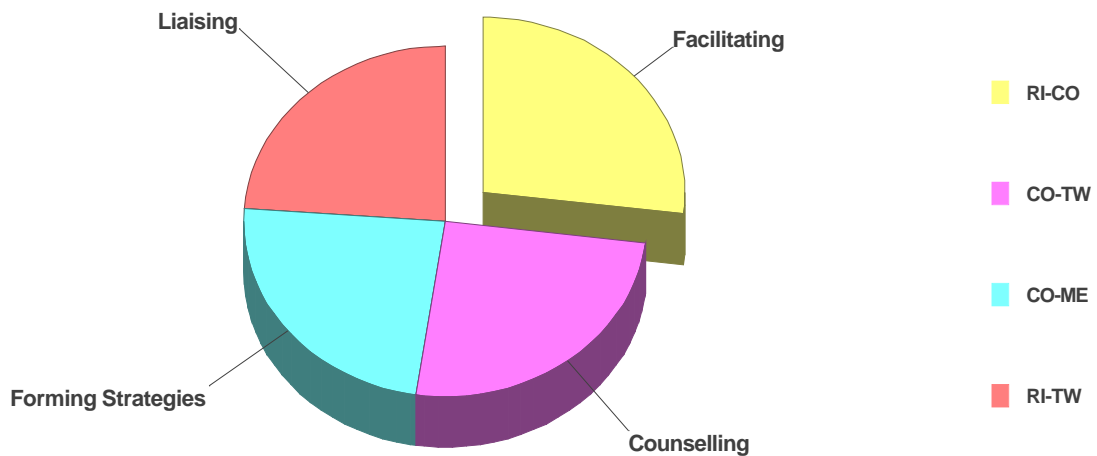
broad in outlook	5	original	1
encouraging of others	5	imaginative	1
diplomatic	5	single-minded	1
calm & confident	5	shrewd	1
adaptable	4	provocative	1
consultative	4	self-reliant	1
conscious of priorities	4	analytical	1
efficient	4	practical	1
caring	4	resistant to change	1
loyal	4	indecisive	1
opportunistic	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:

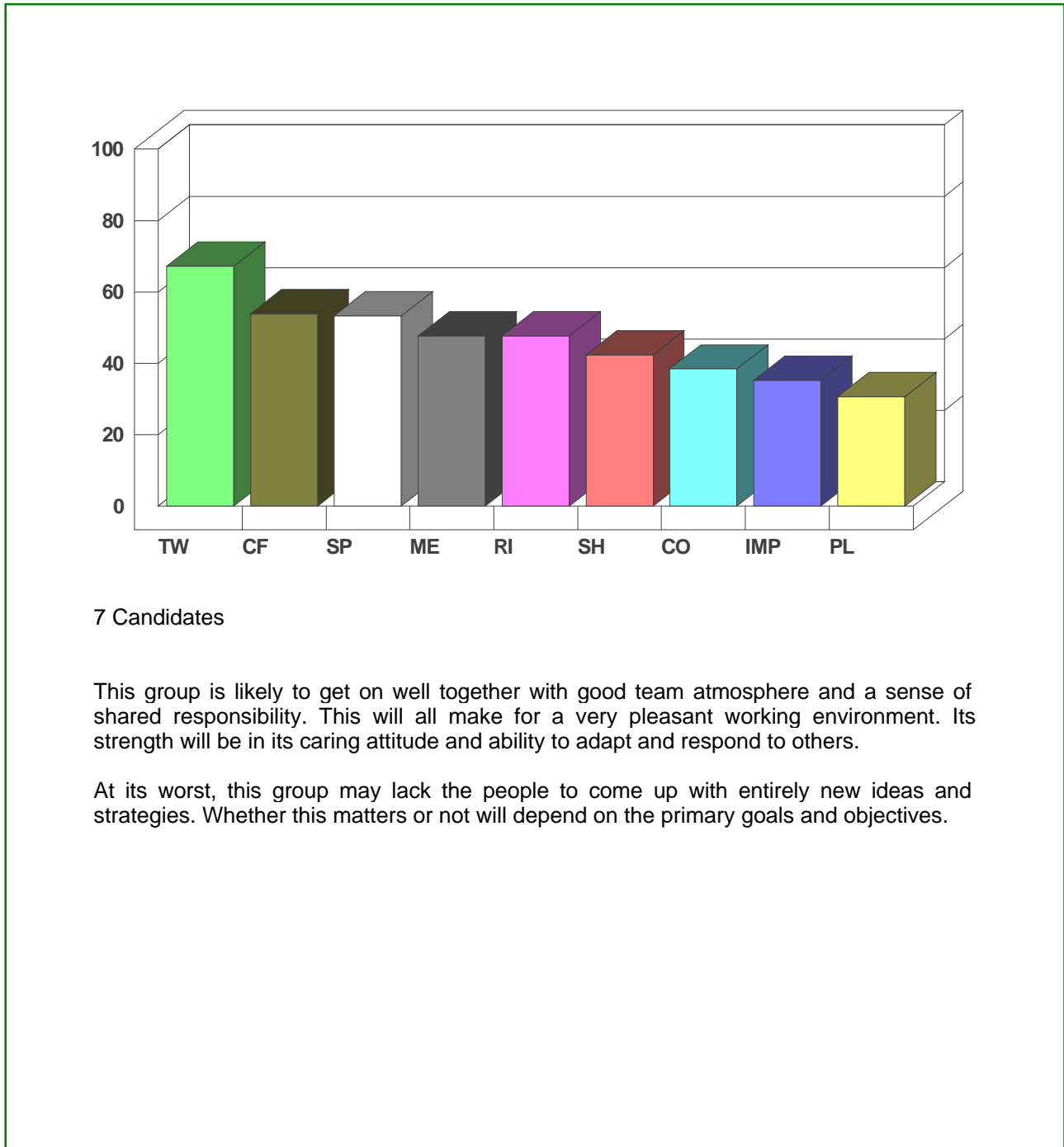
- "Dealing and meeting with people are what I do best."
- "I like dealing with people and helping them solve their problems."
- "I feel I am best in the role of offering discerning advice and direction."
- "My strength lies in building better communications with people."

BELBIN

## PROFILE AVERAGES FOR GROUP

Team Acme Team

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



7 Candidates

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.

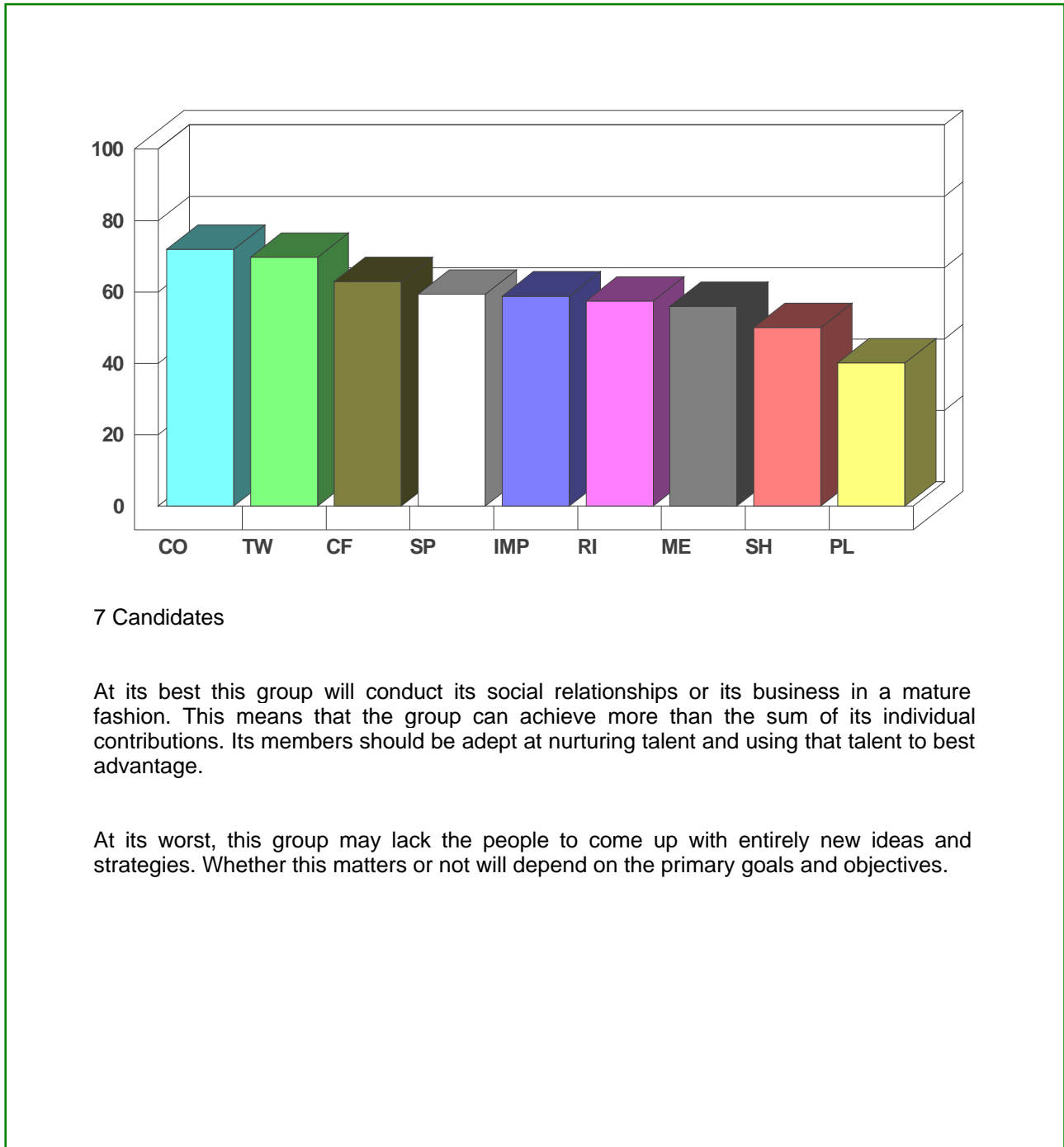
At its worst, this group may lack the people to come up with entirely new ideas and strategies. Whether this matters or not will depend on the primary goals and objectives.

BELBIN

## PROFILE AVERAGES FOR GROUP

Team Acme Team

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



7 Candidates

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.

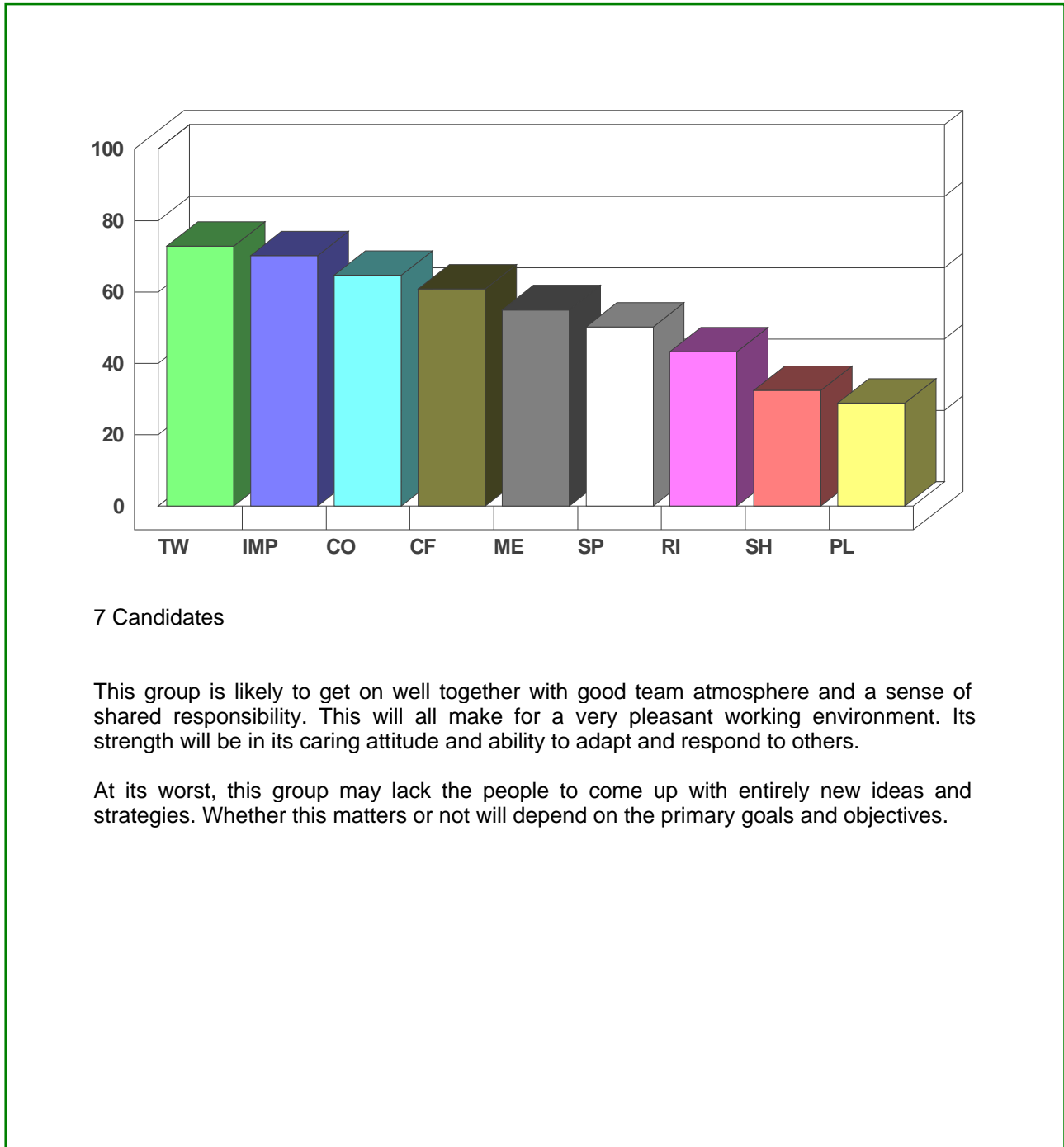
At its worst, this group may lack the people to come up with entirely new ideas and strategies. Whether this matters or not will depend on the primary goals and objectives.

BELBIN

## PROFILE AVERAGES FOR GROUP

Team Acme Team

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



7 Candidates

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.

**BELBIN****MOST HIGHLY RATED OBSERVER RESPONSES FOR GROUP**

Team Acme Team

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

conscientious	25	sceptical	6
efficient	24	inquisitive	6
co-operative	23	critical	6
observant	22	opportunistic	5
knowledgeable	22	laid back	5
well organised	21	imaginative	4
accurate	21	tough	4
calm & confident	21	perfectionist	4
caring	20	single-minded	4
encouraging of others	19	challenging	4
diplomatic	19	reluctant to delegate	4
conscious of priorities	18	impulsive	4
loyal	18	original	3
self-reliant	17	hard driving	3
consultative	17	aggressive	3
practical	17	indecisive	3
realistic	16	innovative	2
professionally dedicated	16	creative	2
logical	15	forgetful	2
good at follow through	14	frightened of failure	2
broad in outlook	14	manipulative	2
disciplined	14	provocative	2
adaptable	13	fearful of conflict	2
persistent	13	fussy	2
technically skilful	12	resistant to change	2
analytical	12	erratic	1
clever	12	inflexible	1
outgoing	11	insular	1
persuasive	11	over-sensitive	1
impartial	10	not interested in others	1
competitive	10	slow-moving	1
impatient	9	unadventurous	1
shrewd	7	territorial	0
outspoken	7	unorthodox	0
enterprising	6	up-in-the-clouds	0
easily bored	6	empire building	0