










Belbin Team Role Report for

Alan Gray



Team Role Summary Descriptions

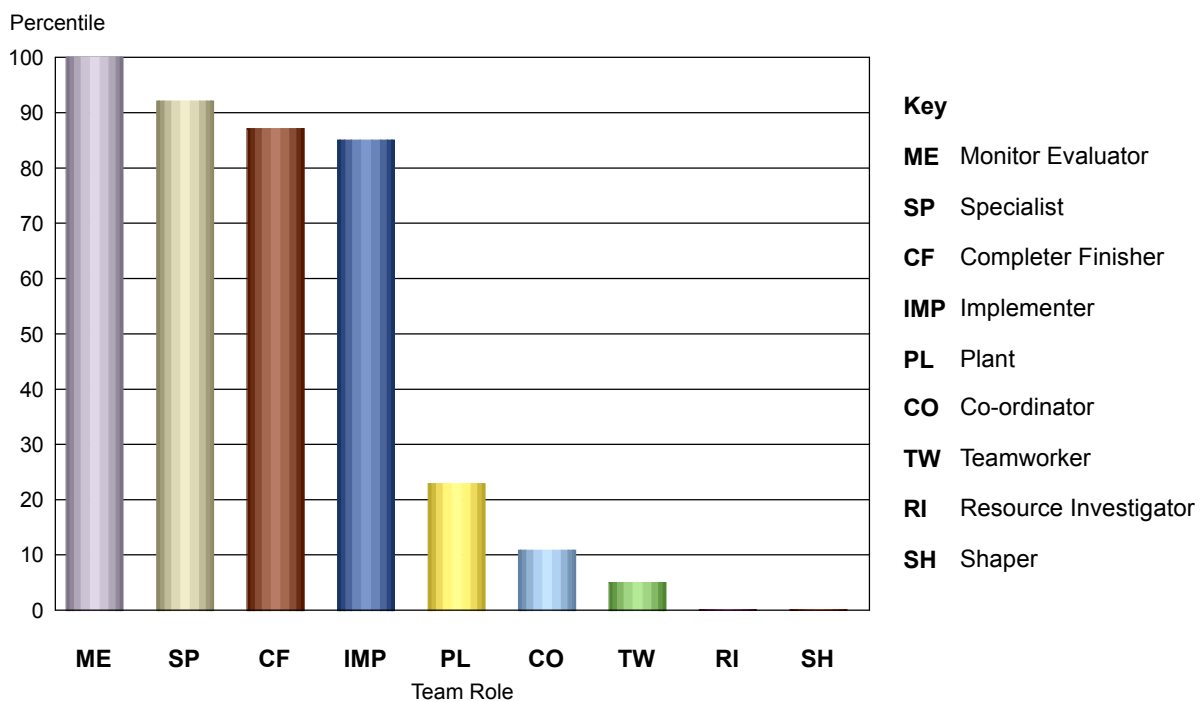
Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	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.

Alan Gray

Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based upon your Self-Perception only.



The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.







This graph is based solely on your views. In addition to analysing your own views, you can ask others to complete Observer Assessments to provide feedback about the Team Role behaviours they observe in you. This is useful because Team Role contributions are about the way others see us and work with us, as well as the way we perceive ourselves.

Alan Gray

Your Team Role Preferences

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

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	X	 Plant
X	 Resource Investigator
.	X	 Co-ordinator
X	 Shaper
.	X	 Monitor Evaluator
.	X	 Teamworker
.	X	.	.	 Implementer
.	X	.	 Completer Finisher
.	X	.	 Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

Alan Gray

Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based upon your Self-Perception only.

You have the characteristics of the true professional, with considerable analytical and problem-solving skills. Your level of knowledge and the extent of your personal expertise carries both an advantage and a disadvantage. On the one hand, few will possess sufficient technical competence and understanding to be able to challenge and stand up to you; so in effect you will be given a clear run. On the other hand, there is a danger that you could become too isolated from your colleagues. For example, others could hesitate to become involved with you on your own terms. Equally, you may become reluctant to venture into subjects which lie outside your field of acknowledged professionalism and this might have a restrictive influence on your development. Perhaps the ideal answer would be for you gradually to increase the range of matters you are prepared to tackle, whilst still keeping to the core area in which your competence is established.

It is important that you project yourself as someone to whom others may turn for information and advice. Try to ensure that the range of special knowledge you are able to build up is relevant to the needs of others. Make sure you are not tempted to overwhelm people with technical details or become caught up in the theoretical or academic, at the expense of the practical application.

As a manager, you are likely to work best with those who favour practical action. Generally speaking, you are likely to do better establishing intimate working relationships with one or two colleagues than as a member of a larger group or of a committee.

Your operating style should be one of offering sound advice based on sure knowledge. You will do well if you work closely with a colleague with a bold outlook – one who can take advantage of opportunities, but needs the support of sound judgement based on expertise.

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 obtains results by driving others forward. If you can work in harmony with someone who has these complementary qualities, your performance is likely to improve.

Alan Gray

Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based upon your Self-Perception only.

Strengths

You are likely to:

- are likely to make slow, considered and accurate decisions rather than acting on impulse.
- take a discriminating and professional approach to your area of expertise.
- think before acting, with a discriminating mind which is well suited to strategic planning.
- find it easier to operate in a solo role rather than having to rely on the input of others.

Possible Weaknesses

You may:

- have a tendency to neglect the bigger picture.
- not tend to explore or originate new ideas.
- be reluctant to organize and challenge others.
- not prioritise helping others achieve their work goals.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:



To play your Monitor Evaluator role to better effect, practise thinking about a problem and its implications from all possible angles. If you can show that your thought processes are not unduly influenced by majority viewpoints and the working culture around you, your analytical skills may come to be highly valued.



To play your Specialist role to better effect, demonstrate your initiative by planning your work and getting started autonomously. Whilst you should still be open to change, this will instil confidence in others outside your specialism that you can navigate your way independently around the subject-matter.

Alan Gray

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based upon your Self-Perception only.

Key points

Find out whether Alan Gray possesses the determination to make things happen. Ask Alan about his approach to working under pressure, with a view to establishing whether he is aware of the importance of meeting deadlines as well as making the right decisions.

Work Environment

















It is best to evaluate Alan in terms of his previous track record. It is likely that knowledge and experience will have been used to advantage and Alan will have his area of expertise at the forefront of his mind. If it is likely that there will be some variation in the demands of the intended job, Alan will need to be convinced and prepared for such changes.

Alan Gray

Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based upon your Self-Perception only.

Team Roles				Work Style
1	2	3	4	
 ME	 SP	 	 	<p>Calculating</p> <p>"I enjoy analysing when and how expertise can be beneficially adopted."</p>
 ME	 	 CF	 	<p>Correcting</p> <p>"I believe I have a talent for anticipating and correcting mistakes and omissions."</p>
 ME	 	 	 IMP	<p>Planning</p> <p>"I like to be responsible for preparation and planning."</p>
 	 SP	 CF	 	<p>Refining</p> <p>"I use my meticulous approach and knowledge to perfect things."</p>

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 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, their 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 claims than 90% of the population, your Team Role feedback will take this into consideration.