



# Belbin Team Role Report for

Jo Pink

Colourful Company PLC  
Rainbow HR



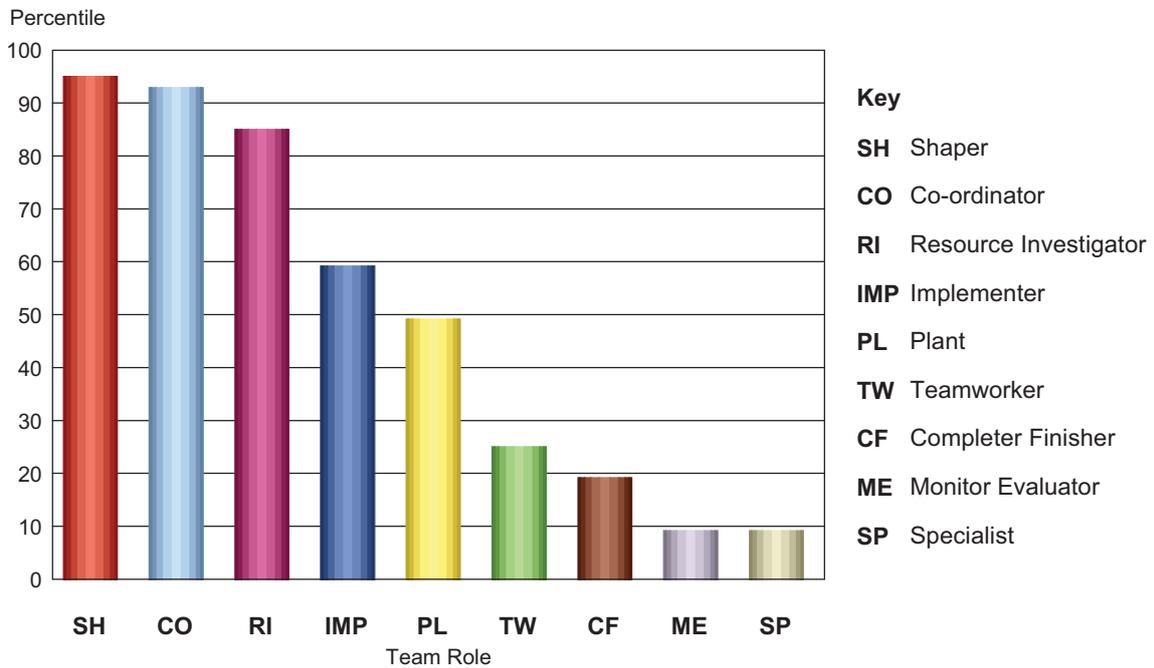
## Team Role Summary Descriptions

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.

## Jo Pink 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.*

## Jo Pink 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	
.	.	.	.	.	<b>X</b>	.	.	.	.	.	 <b>Plant</b>
.	.	.	.	.	.	.	.	.	<b>X</b>	.	 <b>Resource Investigator</b>
.	.	.	.	.	.	.	.	.	.	<b>X</b>	 <b>Co-ordinator</b>
.	.	.	.	.	.	.	.	.	.	<b>X</b>	 <b>Shaper</b>
.	<b>X</b>	.	.	.	.	.	.	.	.	.	 <b>Monitor Evaluator</b>
.	.	.	<b>X</b>	.	.	.	.	.	.	.	 <b>Teamworker</b>
.	.	.	.	.	.	<b>X</b>	.	.	.	.	 <b>Implementer</b>
.	.	<b>X</b>	.	.	.	.	.	.	.	.	 <b>Completer Finisher</b>
.	<b>X</b>	.	.	.	.	.	.	.	.	.	 <b>Specialist</b>

Points dropped: 1 out of 80

## Jo Pink

### 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 appear to have a firm grasp of objectives: an ability to drive both yourself and others, and a readiness to maximise the resources of a team. What could make life complicated, however, is that there are two competing working styles influencing your behavioural approach, which can introduce an element of unpredictability. One is the calm, unflappable style – tolerant and consultative, never losing sight of priorities and with a talent for establishing a consensus. The other is the hard-driving decision-maker who challenges and pushes others to achieve success. Each style can be very useful in the right circumstances. However, since they are associated with different temperaments, they are difficult to combine convincingly. If, however, you can alternate between relaxed and demanding moods, between delegating readily and, at other times, regaining the reins and taking the lead, your style could become very effective. The challenge lies in judging which approach is required at any given time.

In terms of working relationships, you will work best for a manager who is creative but requires organisation or for someone who is happy to allow you to exercise considerable influence. However, there will inevitably be times when the exercise of your authority will be inappropriate. This is where you will have to learn to contain yourself, especially if that situation prevails over a lengthy period.

When managing others, it is important to be aware that some will not respond well to an overly-dominant approach. Ensure that you allow others a sense of autonomy and responsibility for their own work.

Your natural operating style is one of leading from the front. However, the prime challenge for you is to exercise that propensity with discretion and without cramping the style and ambition of others.

You appear to have the makings of someone who is prepared to help the team develop its understanding of the world outside the organisation. Find occasions to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, volunteer yourself to find out more about how to exploit the opportunities these ideas present.

On a final note, you need to take account of the role for which you are least suited. In your case, your generalist rather than specialist tendencies may be problematic at times. If you can work in harmony with someone who is self-starting and able to offer or gain in-depth knowledge in a particular subject, your own performance is likely to improve.

## Jo Pink

### 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:

- prefer to lead rather than to support.
- are likely to be a high-profile, dominant person, capable of making your voice heard.
- are dynamic and entrepreneurial: a developer of new ventures.
- are a forthright and a determined individual, with the energy and drive to overcome obstacles.

#### Possible Weaknesses

You may:

- risk alienating others as a result of your drive to get things done.
- take a generalist approach and tend not get involved with specifics.
- depend on continuous stimulation and be inclined to lose interest quickly.
- have difficulties thinking through the potential implications of a given action or set of circumstances.

#### Understanding your Contribution

Looking at the results solely from your self-perception, 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 Shaper role to better effect, cultivate your image as someone who is ready to speak out on important subjects and can handle controversial issues. If you can do this in a positive manner, you could become a valuable spokesperson for the team.



To play your Co-ordinator role to better effect, take the lead role in bringing others to agreement on important decisions. Aim for a balance between airing different views and moving to a conclusion.

## Jo Pink

### 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**

Ask Jo Pink about what drives her and identify how this may differ from what motivates others. Note that some enjoy learning about and understanding a subject for its own sake (rather than for the completion of a task or project), with a view to finding out whether Jo would be capable of taking such individuals along in her own momentum.

#### **Work Environment**

Jo will be most comfortable in adopting a leading position where personal responsibility can be exercised. She could do well in leading a team but should be steered away from a job where there are ambiguities of seniority or leadership.

## Jo Pink

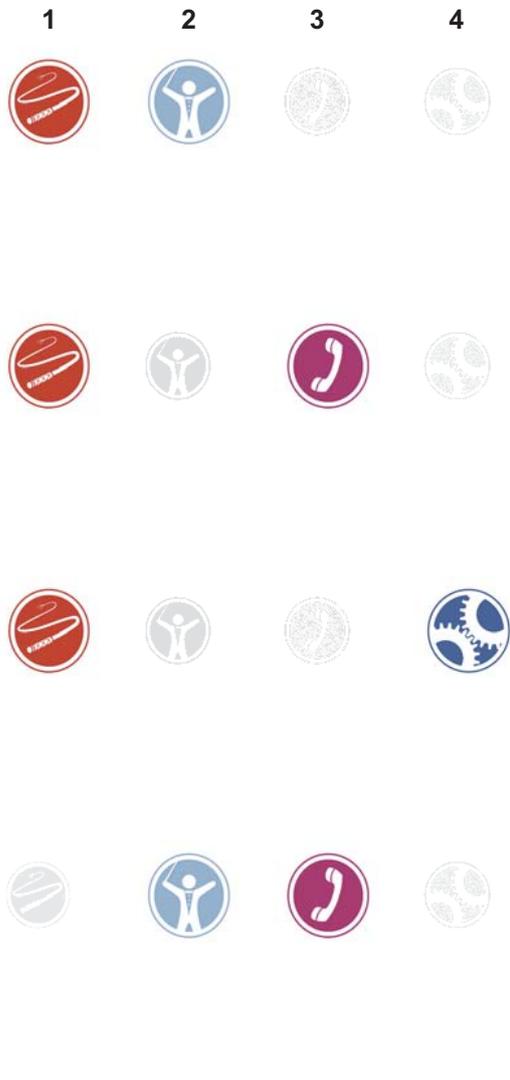
### Suggested Work Styles

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



#### Controlling

“ I like taking overall responsibility for ensuring collective goals are met. ”

#### Exploiting Opportunities

“ I like to be given responsibility for grasping opportunities and driving things forward. ”

#### Assigning Tasks

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

#### Facilitating

“ Networking and enabling people to interact more effectively are what I do best. ”

# 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 80<sup>th</sup> 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%.

## Glossary of Terms

### 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 80<sup>th</sup> 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

In the Self-Perception Inventory, there are a number of control questions which do not relate to a particular Team Role. Your Points Dropped score reflects how many points you allocated to these control questions. You may achieve a high Points Dropped score if you are new to a team or job or if you are unsure of your position within the team. More specific feedback on this topic may be provided in the “Understanding your Contribution” section of the report: “Maximizing your Potential”.