



# Explanation

## Individual Reports

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### Assessment Results in Rank Order *(Only generated with 1 or more Observers)*

This report shows your overall team role ranking and each person's assessment. The top line shows the team role rank order from the Self-Perception Inventory with 1 being the top role and 9 the bottom. The lines underneath are each Observer's ranked order. If, for instance, three out of four Observers see **PL** in the number 1 position, then you are seen by those people as making a very strong **Plant** contribution. The overall ranking on the bottom line is the weighted addition of the Self-Perception rank order and the total of the Observers' rank order. So the number 1 role in the Overall Ranking will be seen as your main team-role contribution.

### Pie Charts of SPI versus Observers *(Only generated with 4 or more Observers)*

The left Pie Chart shows the roles which you like to play. The right Pie Chart shows the roles which others see you playing. There are bound to be differences, but take note of the top roles of both Self and Observers and see how they compare or contrast. The figures below the charts represent the percentage slice of the pie for each role.

### Self-Perception Team Role Profile

The Self-Perception Team Role Profile is based on your scoring of the Self-Perception Inventory. It shows on the right your *preferred roles*, in the middle your *manageable roles*, and to the left your *least preferred roles*. It is measured to the exact percentage against the BELBIN<sup>®</sup> NORM database of over 5,600 SPIs from people in UK companies. So for example, if you come out as 100% **Shaper**, it means that you very much aspire to play the **Shaper** role and that less than 1% of the people tested scored such a high mark for that role.

### Bar Graph of Observer Words *(Only generated with 4 or more Observers)*

The Bar Graph shows how other people see your team role contributions and is based on the total number of Observer words ticked. To the left of the line is the negative part of the role. This is what is called an allowable weakness, if you also have associated strengths.

### Counselling Report

This is probably the most frequently used report and certainly the most popular in terms of feedback. It is generated from the top two team roles and bottom team role in the overall ranking. The report offers advice on adopting a management style which fits in with your team role strengths and weaknesses.

### Character Profile

This report highlights your strengths and possible weaknesses and offers advice on job placement. Sentences are generated if certain team roles lie above or below specified percentages. It may not altogether be complimentary if certain team roles fall below a percentage. A rather bland profile will produce a short report, whilst an exaggerated profile will produce a much longer one. If used for recruitment, suggestions are made on questions to ask you, bearing in mind your team role profile.

### List of Observer Responses *(Only generated with 4 or more Observers)*

This is a list of the words used by Observers in descending order of frequency. The words at the top of this list are seen as some of your main strengths and behavioural characteristics most appreciated by others. It is normal to have zero marks for some words. Try to work with people who will cover what you lack.

### Personal Work Style

The pie chart shows four styles of working that would suit your team role strengths. These are based on combinations of your top roles displayed to the right of the chart. Use the suggested phrases to project your team role strengths to others.



## ASSESSMENT RESULTS IN RANK ORDER

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

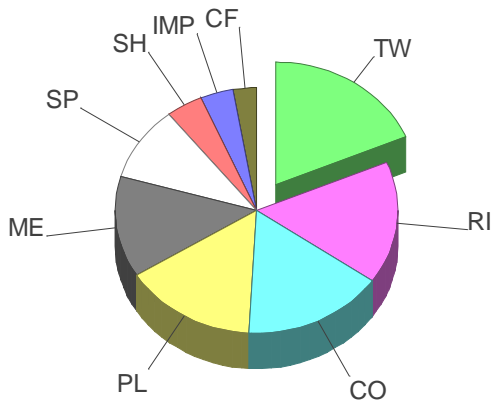
Assessment by	Team Roles in Rank Order								
	1	2	3	4	5	6	7	8	9
Self Perception	TW	RI	CO	PL	ME	SP	SH	IMP	CF
Jennifer	RI	CO	SH	SP	IMP	PL	ME	CF	TW
Gloria	TW	RI	CO	CF	SH	SP	PL	ME	IMP
Robert	CO	RI	TW	IMP	ME	SH	CF	SP	PL
Tom	CO	IMP	RI	PL	CF	SH	TW	ME	SP
Jane	ME	TW	CO	IMP	RI	CF	SP	PL	SH
<b>OVERALL RANKING</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>



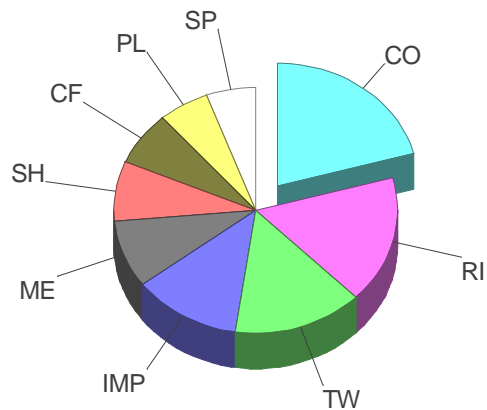
### Pie Chart of SPI versus Observer Data

**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-Perception 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.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
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.

**BELBIN****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 REPORT**

**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.

**BELBIN****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

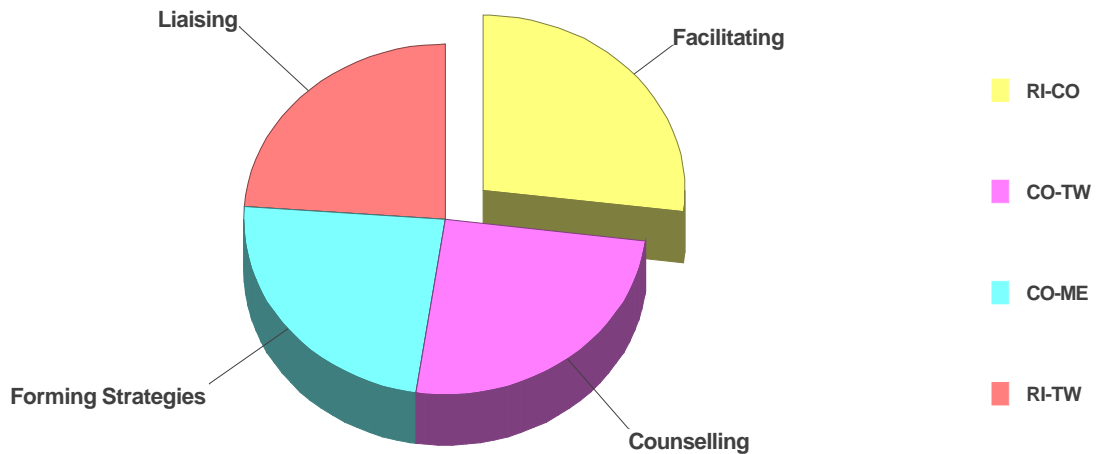


## PERSONAL WORK STYLE

**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."