



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

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

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



Annette
Bob
David
Donna
Jenny

TEAM REPORT

Julia
Marlene

The selected candidates are members of Acme Team

This team has strong pronounced supportive qualities and should be keen to foster team spirit and encourage each other to contribute. This will give rise to a very congenial and comfortable atmosphere. As a group, this team will achieve more than they would individually. The danger of this group is that they may consent too readily to what may be poor decisions. To guard against this, one of the team needs to take on a more critical role.

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 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.

Marlene

- should be appointed the organizer, responsible for the procedures and practical steps to be taken once the team reaches significant decisions.

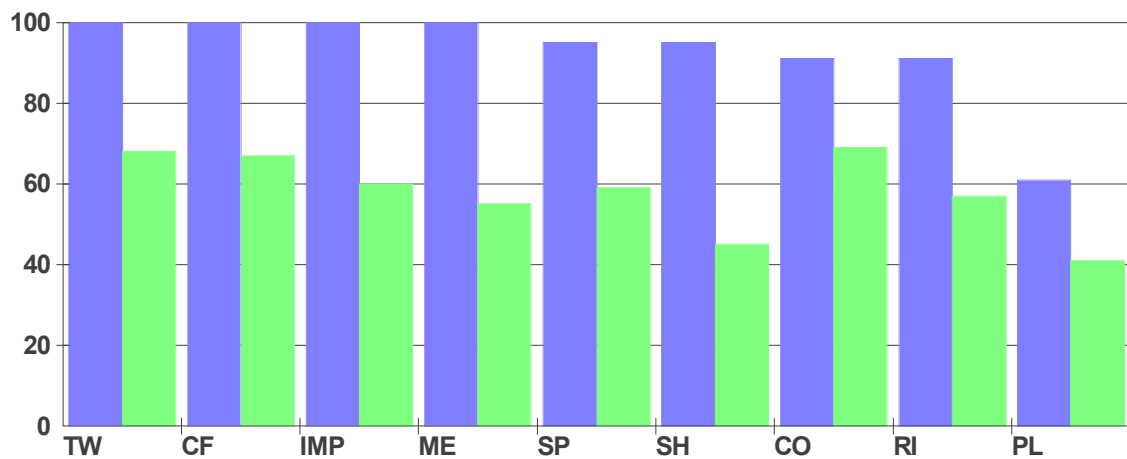


TEAM REPORT

Annette
 Bob
 David
 Donna
 Jenny

Julia
 Marlene

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 3 examples of a strong Teamworker in this group.

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

There are 3 examples of a strong Implementer in this group.

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

There are 4 examples of a strong Completer Finisher in this group.

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

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

This is: Annette, ACME Plastics

BELBIN

STRONG EXAMPLES OF TEAM ROLES

The selected candidates are members of Acme Team

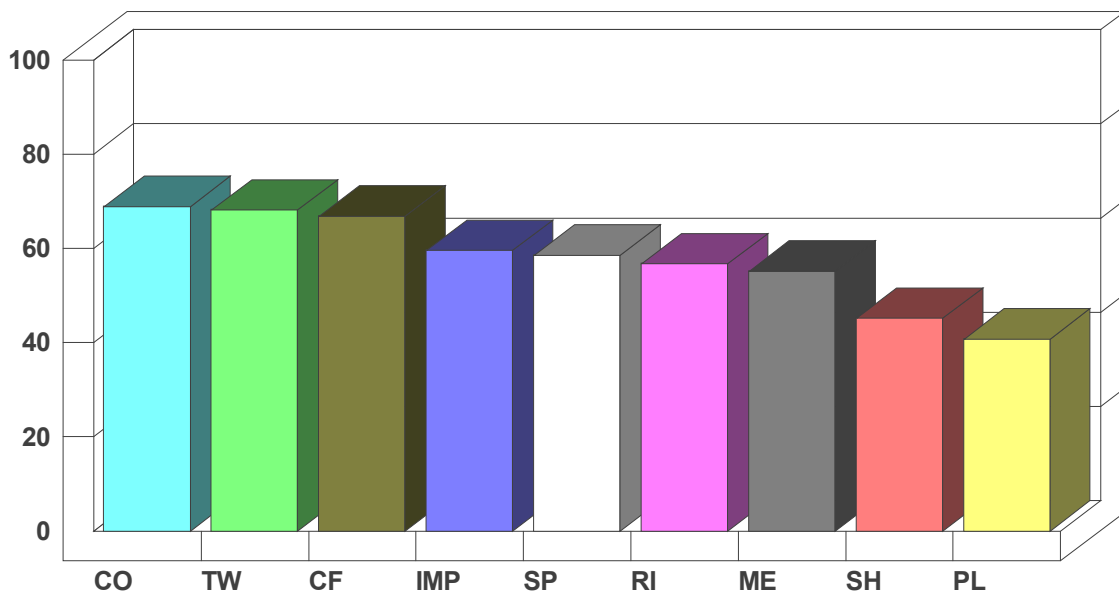
There is no strong example of the following team roles:

Plant.

BELBIN

GROUP: TEAM-ROLE AVERAGES

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



Number of Candidates : 7
 Number of Observations : 36

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**GROUP: MOST HIGHLY RATED OBSERVER RESPONSES**

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

conscientious	25	easily bored	6
efficient	24	sceptical	6
co-operative	24	inquisitive	6
observant	23	imaginative	5
accurate	22	tough	5
knowledgeable	22	opportunistic	5
well organised	21	single-minded	5
calm & confident	21	laid back	5
diplomatic	20	perfectionist	4
caring	20	challenging	4
encouraging of others	19	reluctant to delegate	4
consultative	18	impulsive	4
conscious of priorities	18	original	3
loyal	18	hard driving	3
self-reliant	17	aggressive	3
practical	17	indecisive	3
realistic	16	innovative	2
logical	16	creative	2
professionally dedicated	16	forgetful	2
persistent	15	frightened of failure	2
disciplined	15	inflexible	2
technically skilful	14	manipulative	2
good at follow through	14	provocative	2
broad in outlook	14	fearful of conflict	2
adaptable	13	fussy	2
analytical	13	resistant to change	2
clever	12	not interested in others	2
outgoing	11	erratic	1
persuasive	11	insular	1
competitive	11	over-sensitive	1
impartial	10	territorial	1
impatient	10	slow-moving	1
enterprising	8	unadventurous	1
shrewd	8	unorthodox	0
critical	8	up-in-the-clouds	0
outspoken	7	empire building	0

Number of observed Candidates : 7

Number of Observations : 36