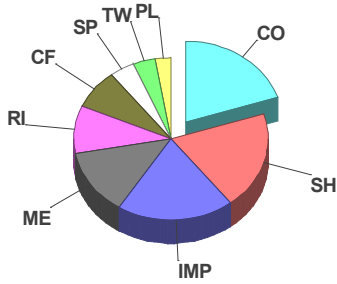




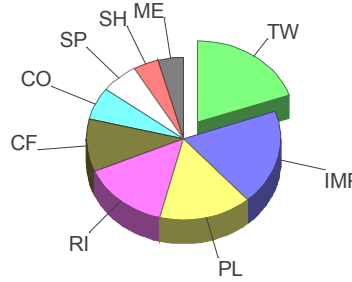
Candidate's Suitability for the Job

Name Jane Smith
Organisation X School
Department
Job School Principal

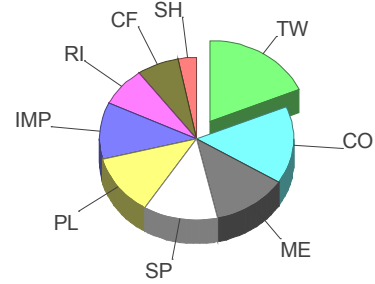
Job



Self-Perception



Observers



The following are the relative sizes of each slice of the pies, expressed as a percentage of the total:

		Job	Self-Perception	Observers
PL	Plant	2.6	15.4	12.1
RI	Resource Investigator	9.5	14.5	7.8
CO	Co-ordinator	20.0	6.5	15.5
SH	Shaper	19.5	4.2	3.0
ME	Monitor Evaluator	13.2	4.2	12.5
TW	Teamworker	3.7	19.6	18.5
IMP	Implementer	19.5	18.9	11.2
CF	Completer Finisher	7.9	10.5	7.0
SP	Specialist	4.2	6.2	12.4

This candidate is seen as having certain behavioural qualities that are useful to this job. These are being impartial, broad in outlook, and diplomatic.



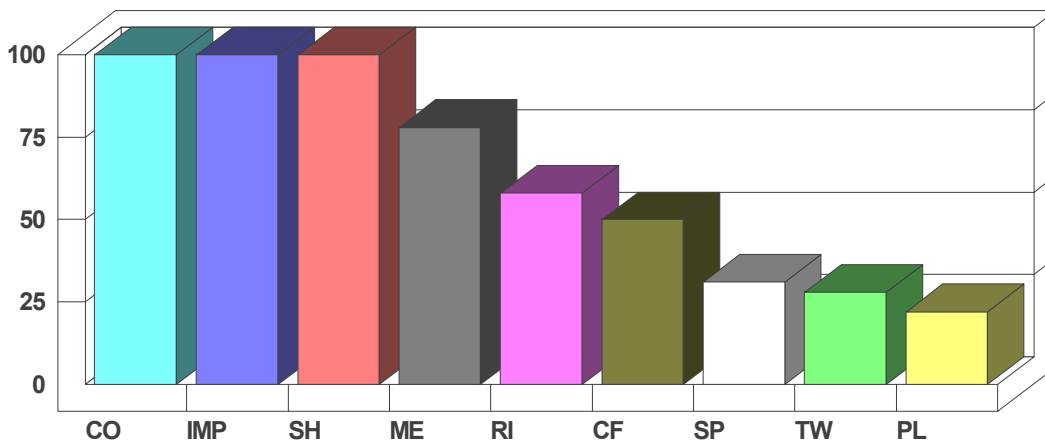
CANDIDATE'S COMPATIBILITY WITH THE JOB

Name Jane Smith
Organisation X School
Department
Job Name School Principal

This job requires (in ranked order):
 The candidate has this profile:

CO IMP SH ME RI CF SP TW PL
 TW PL CO IMP SP ME RI CF SH

Team Role Profile for School Principal



The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded. The job also demands someone with an organised approach to work and a capacity for dealing efficiently with matters of a practical nature. The ideal candidate will thrive in well structured situations, be ready to assess what is feasible and show down to earth common sense that takes account of the needs of the organisation. The appointee should make a reliable employee, stand up well to the pressures of work and show stability in character and temperament. The job also demands someone who possesses strong driving qualities. The likely candidate will have the strength of character to overcome opposition and the self confidence to get round obstacles and rules that stand in the way of progress. This specification underlines the need for a high achiever. The job also demands someone who possesses outstanding analytical views plus a capacity for planning and careful judgement. A thoughtful approach is likely to be the main contribution of the best candidate for this position.

The work entails a fair degree of socially pro-active behaviour and a readiness to get out and about and meet people.

On this specification the ability to orchestrate a structure that is already in place is more important than the ability to open up new avenues.

Jane Smith is a fair fit with the job specification. He is seen as broad in outlook, which is valuable for this particular position.

BELBIN**CANDIDATE'S COMPATIBILITY WITH THE JOB**

Name Jane Smith
Organisation X School
Department
Job Name School Principal

Jane Smith should be able to cope well with co-ordinating people and at steering group effort. Likely to make an effective contribution in working out priorities and formulating worthwhile goals. Probably able to cope with any necessary planning and organising that the job entails. Unlikely to have the personal thrust and the toughmindedness needed in certain aspects of this job.