



Ali Blue

Belbin Individual Team Role Report

SPI completion date: 26th January 2022

Belbin has identified nine different clusters of behaviour that are effective in enabling team progress. Each Team Role has strengths (the contribution made by playing that role) and weaknesses - behaviours which facilitate those strengths. Weaknesses are termed 'allowable' if the individual shows the corresponding strength, and if they do not detract from the contribution overall. It's usual to have a few preferred Team Roles, and to display both strengths and weaknesses for those roles.



Resource Investigator

Strengths:

Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.

Associated Weaknesses:

Over-optimistic. Loses interest once initial enthusiasm has passed.



Teamworker

Strengths:

Co-operative, perceptive and diplomatic. Listens and averts friction.

Associated Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



Co-ordinator

Strengths:

Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

Associated Weaknesses:

Can be seen as manipulative. Offloads own share of the work.



Plant

Strengths:

Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

Associated Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



Monitor Evaluator

Strengths:

Sober, strategic and discerning. Sees all options and judges accurately.

Associated Weaknesses:

Lacks drive and ability to inspire others. Can be overly critical.



Specialist

Strengths:

Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.

Associated Weaknesses:

Contributes only on a narrow front. Dwells on technicalities.



Shaper

Strengths:

Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.

Associated Weaknesses:

Prone to provocation. Offends people's feelings.



Implementer

Strengths:

Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.

Associated Weaknesses:

Somewhat inflexible. Slow to respond to new possibilities.



Completer Finisher

Strengths:

Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Associated Weaknesses:

Inclined to worry unduly. Reluctant to delegate.

RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

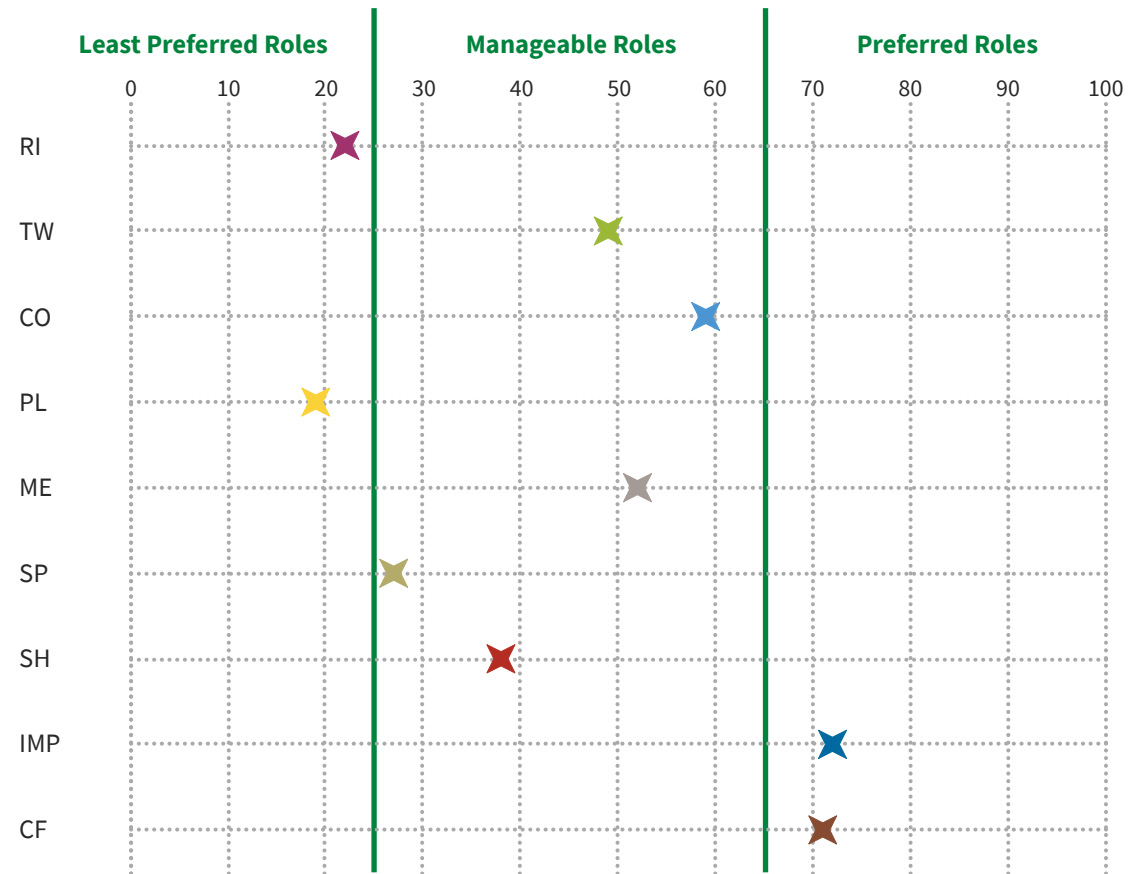
CF

Completer Finisher

Based on your Self-Perception only

Ali, from your own perspective, Implementer and Completer Finisher are your top contributions.

You are very task-focused and are interested not only in getting work done, but in achieving and maintaining high standards. You seem to be concerned with structure and detail, which is likely to be appreciated by work colleagues.



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

RI	TW	CO	PL	ME	SP	SH	IMP	CF
Resource Investigator	Teamworker	Co-ordinator	Plant	Monitor Evaluator	Specialist	Shaper	Implementer	Completer Finisher

Based on your Self-Perception only

You see that your main contributions are: Implementer and Completer Finisher

You are most likely to have made your mark as someone with a well-developed sense of task orientation who takes duties and responsibilities seriously. This may not be a high-profile role to choose, but it is one that will come to be greatly appreciated by others in due course. Your contribution is likely to be central to the work of the organisation and you should aim to sustain that. As a productive worker, you are indispensable.

Inevitably, there is some risk that in applying yourself to immediate issues, you could be in danger of closing yourself off to future opportunities which could prove advantageous. Rather than taking up an unduly conservative position, try to remain open to new possibilities whilst keeping your pragmatic line when assessing the viability of any new venture. This will help to ensure that any commitment you finally make is always considered.

As a manager, you are likely to work best with someone who shares your focus on accomplishing tasks and is willing to be adaptable in the interests of getting things done. As you are self-sufficient, you may be inclined to take on work yourself, rather than delegate. Ensure that you delegate enough so that those you manage are given adequate responsibilities.

There are two types of manager with whom you yourself are likely to establish a successful working relationship: one is a hard-driving individual who sets high standards and

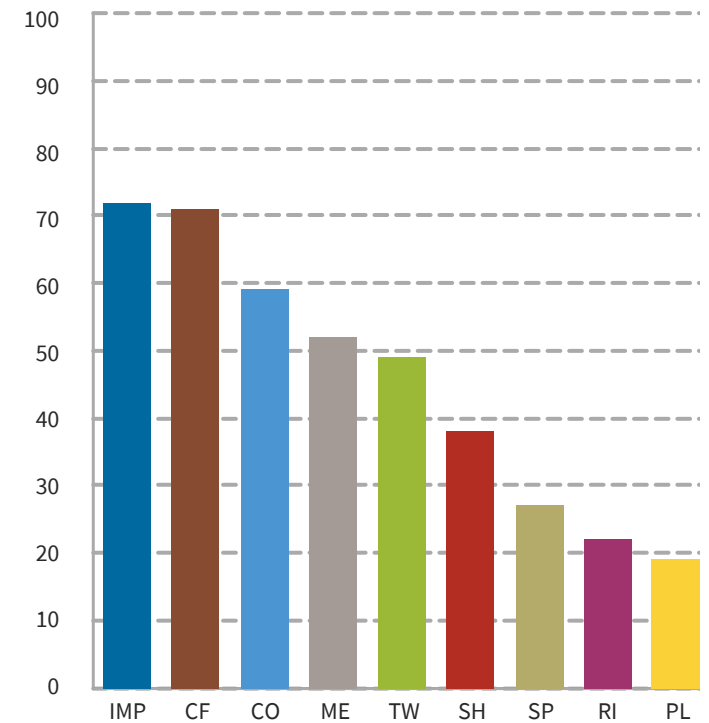
appreciates efficiency; the other is a creative thinker who has difficulty in coping with practical issues and needs the support of an organiser. You are more likely to encounter problems with colleagues and managers who have their own definite ideas on how things should be arranged and wish to supervise exactly what you are doing. It is likely that you require clear-cut goals and responsibilities. Bear these preferences in mind when considering the sort of work that will yield you greatest job satisfaction.

Your working style should be one of getting things done efficiently and accurately.

You are also capable of taking a broad view of the team. Focus on making yourself known as a calm and mature individual to whom others – managers and colleagues alike – can turn for advice and consultation. Pay attention to where others can best contribute and use this knowledge to encourage them in their roles.

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 a person who is naturally able to originate ideas. If you can work with someone who has these complementary qualities, your own performance is likely to improve.

Percentile



RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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Based on your Self-Perception only

Work Environment

You're likely to have an affinity for process-driven, methodical work, so are best suited to a job where this kind of work is readily available. You'll feel most comfortable where the structure of your role, and its terms of reference, are clearly spelled out to avoid uncertainties.

Presenting Yourself

- Point out to others that you are not afraid of hard work and actually find it rewarding.
- Show that you are someone who likes planning, organisation and running a system.
- However, do point out that you are able to adapt when needed and can be flexible.
- Inform others that you are happy to search for errors in work and willing to look at the detail in order to prevent mistakes.
- Make sure you show that you are someone who believes in aiming for high standards.
- However, make it clear that you will ensure that your attention to detail will not slow things down.

Announce your strengths. You are likely to:

- work best in a well-structured environment which is not subject to frequent change.
- be suited to structured work which requires both productivity and precision.
- be accomplished at planning and organizing your work.
- have an eye for detail and be able to undertake careful, sustained work.

Be aware of your weaknesses. You may:

- be more interested in the status quo than in developing anything new.

Based on your Self-Perception only

Ali, overall your top Team Roles are Implementer, Completer Finisher, Co-ordinator and Monitor Evaluator. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



IMP



CF



IMP



CO



IMP



ME



CF



CO

Deploying Quality Processes

"I am at my most effective when I can improve procedures as I apply them."

Organising

"My main strengths lie in organising myself and others."

Planning

"I like to be responsible for preparation and planning."

Checking Progress

"I am often the one who ensures the group is producing work of acceptable quality."

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain their 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 their 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.

Team Role Strength

These are the positive characteristics or behaviours associated with a particular Team Role.

Team Role Weakness

A Team Role weakness is a weakness which tends to accompany a particular Team Role strength, and is the flipside or 'trade-off' for that strength. If someone's strength outweighs their weakness for a given Team Role, and the weakness does not detract from the contribution, it is called an 'allowable weakness'. Weaknesses become 'non-allowable' if taken to an extreme, or if the associated Team Role strength is not present.

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.

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, Observer feedback is also taken into account to determine whether or not someone qualifies as a Strong Example.