

Explanation *Individual Candidate Reports*

Self-Perception and Observers

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 Observers' 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 Self-Perception 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 (SPI). 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® 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 the 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 Henry
Organisation ACME Plastics
Department

Assessment by

Team Roles in Rank Order

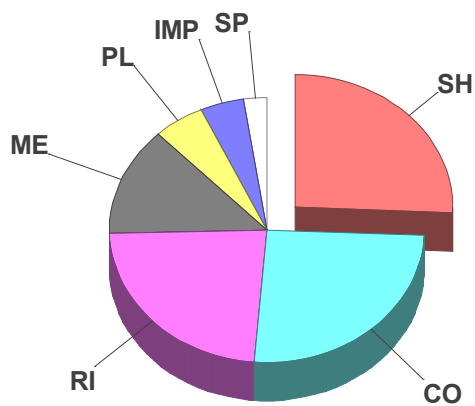
1 2 3 4 5 6 7 8 9

Self-Perception	SH	CO	RI	ME	PL	IMP	SP	CF	TW
Colin Keens	SH	PL	RI	CO	SP	IMP	CF	ME	TW
Warren Dimond	SH	CO	ME	SP	PL	CF	IMP	RI	TW
Nigel Dean	ME	SH	CF	PL	CO	SP	TW	RI	IMP
Les Pickett	SP	ME	CO	TW	RI	CF	IMP	PL	SH
Chris Burge	PL	ME	RI	SH	CO	SP	IMP	TW	CF
OVERALL RANKING	SH	ME	CO	PL	SP	RI	CF	IMP	TW

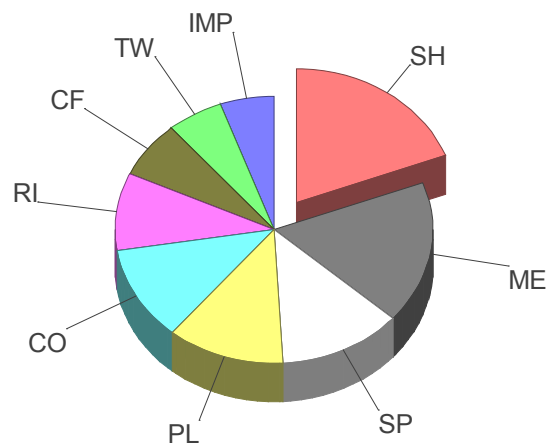
Pie Chart of SPI versus Observer Data

Name Henry
 Organisation ACME Plastics
 Department

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	5.3	12.0
RI	Resource Investigator	23.3	9.5
CO	Co-ordinator	25.7	11.4
SH	Shaper	25.7	19.3
ME	Monitor Evaluator	13.2	17.2
TW	Teamworker	0.0	5.7
IMP	Implementer	4.5	5.5
CF	Completer Finisher	0.0	6.9
SP	Specialist	2.4	12.6

SELF-PERCEPTION TEAM ROLE PROFILE

Name Henry
 Organisation ACME Plastics
 Department

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		Plant Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	X	.		Resource Investigator Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	X		Co-ordinator Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	X		Shaper Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	X		Monitor Evaluator Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	X		Teamworker Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	.	.	X		Implementer Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	X		Completer Finisher Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	.	X		Specialist 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 Henry
 Organisation ACME Plastics
 Department

BELBIN			Roles and Descriptions		
	Negative	Positive		Team-Role Contribution	Allowable Weaknesses
PL				Plant Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI				Resource Investigator Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO				Co-ordinator Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH				Shaper Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
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TW				Teamworker Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
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COUNSELLING REPORT

Name Henry
Organisation ACME Plastics
Department

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

The characteristic which most distinguishes you from your colleagues might be described as one of mental robustness. You believe in getting to the truth by searching it out, whatever the obstacles. Once there, you will take the action that your mind persuades you is the right course.

Your salient qualities have their advantages. They can also produce problems. One big advantage is that people will respect you for having the courage of your convictions. This will apply even if your decision is not the best one, provided that you freely admit it, if need be. The irony is that if you argue your point and turn out to be right in the end, you may not win any friends among your sparring partners. There is always the danger that you will over-emphasize the power of pure reason. You may have to give greater attention to non-rational factors in both business and interpersonal dealings.

In terms of relationships at work, it might be advisable for you to keep a certain distance from your boss, especially from one who is strong-willed. You would do better if you are accountable to a supportive manager who appreciates advice but also delegates well. With colleagues, your best working relationships are likely to be with those who combine social attributes with a practical turn of mind. In choosing subordinates you should look for individuals well versed in diplomatic skills who can both prepare the ground for you and cover up any subsequent problems that might arise. But, bear in mind that such people can easily take offence if you appear on occasions to be unduly critical or severe.

Your basic strength is your ability to take a strategic line and to pursue it with vigour. If you do need to modify your behaviour, make sure that it is not at the expense of weakening your cutting edge. It would be better for people to get to know you as you really are rather than for you to trim your sails in the interest of pleasing everyone.

Your general management style is that of a thinking decisive person and, in occupational terms, is close to the sort of person who makes a good interrogator. So act confidently and play your strengths. But always bear in mind in dealing with colleagues that any decision may turn out to be mistaken.

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 fit comfortably into a subordinate role. You may therefore need to give special attention to becoming low profile and supportive when the occasion calls for it.

BELBIN**CHARACTER PROFILE**

Name Henry
Organisation ACME Plastics
Department

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

Strengths

Generally regarded as an individual who is broad in outlook and knowledgeable.

Likely to be drawn to work that exercises his mind. Requires some form of intellectual stimulation. Has an interest in drawing out contributions from others and making the best use of a team. Someone who thinks before acting. A discriminating mind valuable at the planning stages of an operation. Dry and objective. Able to see all the options. Would do well in a job requiring careful judgement. Prefers to have some authority. Has a capacity for self motivation. Likely to thrive on confrontation and debate. Possesses all-round leadership characteristics. Has the features of a high profile manager. Forthright and a determined individual. Someone with the energy and drive to overcome obstacles.

Possible Weaknesses

Should not be involved in work where tolerance of other people's shortcomings is essential.

Check at Interview

This profile suggests a strength of character along with the possible risk of becoming overpowering. The question is whether he is willing to take on a more supportive role when necessary. Give a tough interview. Challenge some of Henry's statements. Assess from his responses whether Henry is likely to deliver more from the job or fail to meet its requirements; and whether Henry will combine adequately with his likely employers.

Placement

Should thrive in a pressure environment where tough decisions have to be made. Needs to be given a clear remit of responsibility. Henry can be expected to work at his own pace. So set up the job within a specified time frame and do not press for continuing and periodic feedback on progress. Judge Henry by the final results. The answer is likely to be clear-cut in terms of success or failure.

BELBIN**MOST HIGHLY RATED OBSERVER RESPONSES**

Name Henry
Organisation ACME Plastics
Department

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

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

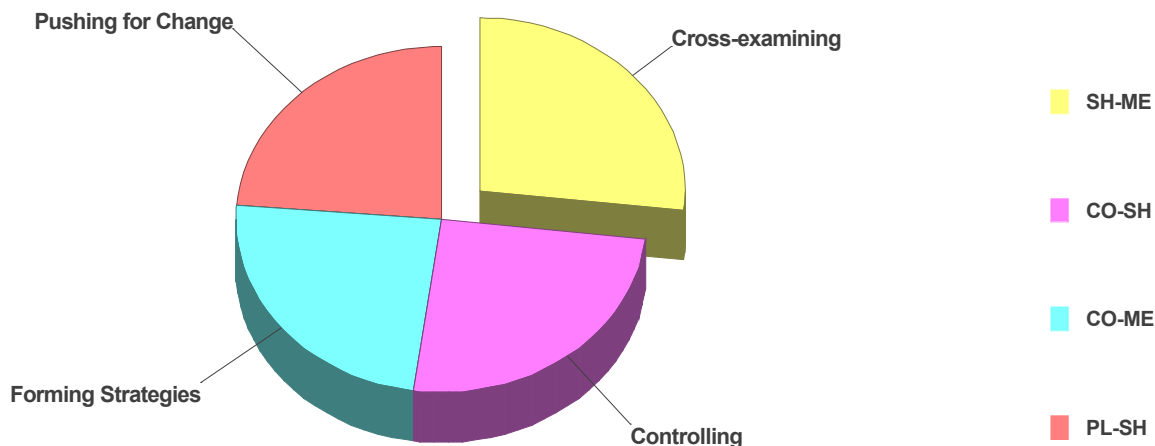
BELBIN

PERSONAL WORK STYLE

Name Henry
Organisation ACME Plastics
Department

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:

- "I like issues that challenge one to dig for the answers."
- "I like taking overall responsibility."
- "I feel I am best in the role of offering discerning advice and direction."
- "I see myself as a change agent."