



Belbin Team Roles

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We can deliver...

Profiling and Reports

Accreditation (2 day course)










Training and Support

Conference Keynotes and Plenary

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Events and Off-Sites

Experiential re-enforcement, business games and simulations

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Team Role Summary Descriptions		
Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Why use Belbin?

“Nobody is perfect, but a good team can be.”

Meredith Belbin

- It's a proven model and practical profiling tool for effective team and leadership development
- Increase understanding within teams
- Mutual expectations are easier to meet
- Reasonable expectations about how people will perform and work together
- Avoid disappointments and clashes
- Allow people to better use their strengths and offset their weaknesses as a leader or team member
- Build greater authenticity and openness within teams
- Identify biases that leaders and teams may have under pressure for enhanced real-world execution
- Accelerate the team development process

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Potential Applications *(not exhaustive)*

Team *Building* (new and existing teams)

Leadership and Management Development

Building Project Teams

Career Development and Talent Management

Internal and External Recruitment

Re-structures

Conflict Resolution

Personal Development

Culture Change

Job Suitability



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What the profiles look like

Complete profiles are composed from individual “Self Perception”
and at least 4 reliable “Observers” for quality 360 degree insights



Belbin Team Role Report for

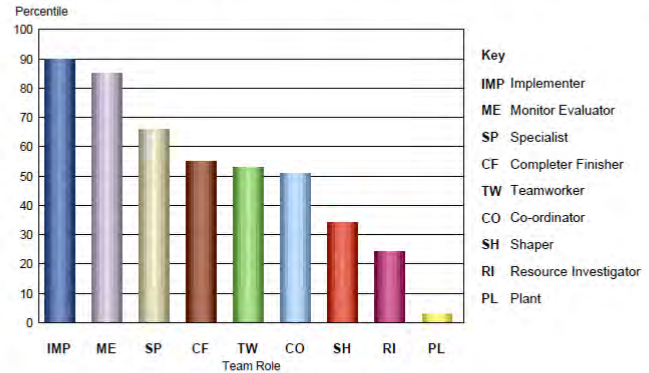
Sam T



Sam T Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based on your Self-Perception plus 4 Observer Assessments.



The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is a combination of your views and those of your Observers. When we combine all the information together, we take account of how closely your perception of yourself agrees with others' views of you. Many factors are taken into account when deriving your final Team Role composition.

Sam T

Analysis of your Team Role Composition

This report provides an overview of Team Roles as seen by yourself and others, in order from most prominent (column 1) to least (column 9). Your overall Team Role composition is not simply an average of each individual line, but a weighted integration of your perceptions and your Observers' views, which takes many factors into account.

This report is based on your Self-Perception plus 4 Observer Assessments.

	1	2	3	4	5	6	7	8	9
Sam T's Self-Perception	IMP	ME	SP	CO	CF	SH	TW	RI	PL
Observers:									
Kris R.	ME	SP	IMP	TW	SH	CF	CO	PL	RI
Nita M.	IMP	CF	CO	SP	SH	RI	ME	TW	PL
Jon P.	ME	SP	TW	IMP	CO	CF	RI	PL	SH
Ali B.	TW	IMP	CF	ME	CO	SP	PL	RI	SH
Observers' Overall Views	IMP	ME	TW	SP	CF	CO	SH	RI	PL
Your Overall Team Role Composition	IMP	ME	SP	CF	TW	CO	SH	RI	PL

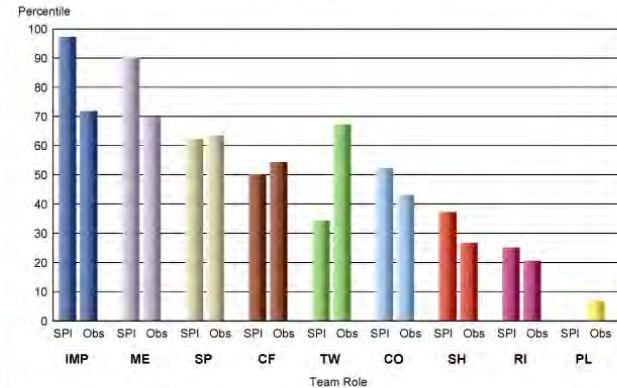
There is an excellent match between your own views and those of your observers. This is likely to mean that you have declared your Team Role preferences clearly and that others understand your preferences.

Sam T

Comparing Self and Observer Perceptions

The bar graph in this report shows how you perceive your Team Role contributions, in comparison to your Observers' views. The table below the graph shows the percentile scores for Self-Perception and Observers.

This report is based on your Self-Perception plus 4 Observer Assessments.



Key	Self-Perception (SPI) (Percentile)	Observations (Obs) (Percentile)
IMP Implementer	97	72
ME Monitor Evaluator	90	70
SP Specialist	62	64
CF Completer Finisher	50	54
TW Teamworker	34	67
CO Co-ordinator	52	43
SH Shaper	37	26
RI Resource Investigator	25	20
PL Plant	0	6

Sam T
Your Team Role Preferences

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

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
X	Plant
.	.	.	X	Resource Investigator
.	X	Co-ordinator
.	.	.	X	Shaper
.	X	.	Monitor Evaluator
.	.	.	X	Teamworker
.	X	.	Implementer
.	.	.	.	X	Completer Finisher
.	X	Specialist

Dropped Points percentile: 31

Sam T
Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based on your Self-Perception plus 4 Observer Assessments.

You are someone who likes to think before you act and your actions are essentially the outcome of your plans and preparations. You can establish your mark by demonstrating that you have thought things through and are able to take fuller account of practical difficulties and realities than others can.

There is some risk, however, that your positive attributes could be seen in a negative way by colleagues. For example, your sense of caution could be interpreted as unwillingness and as denoting a lack of enterprise. To counter this impression, take care you do not develop a reputation for rejecting new ideas. Be ready to consider all options and focus attention on those that can be developed constructively.

In terms of your working relationships, you could work well with a demanding manager who appreciates good preparation and efficient organisation. You may encounter difficulties with colleagues who pursue unsound strategies or are inclined to sell ideas that have not been properly considered.

As a manager, you should look for perfectionists and subject experts who can be relied on to exercise their separate skills for the benefit of the team. You are well-placed to give them the support and guidance they need.

In terms of a general working style, project yourself as someone who always fulfils promises and whose words and actions are in close correspondence.

You show inclinations for learning and gaining in-depth knowledge. When you identify an area of expertise which is lacking in the team, volunteer yourself to take the training course or read the book. If you can harness your studious nature in a way which is useful and informative for the rest of the team, others will begin to rely on you to consolidate their own understanding.

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.

Sam T

Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based on your Self-Perception plus 4 Observer Assessments.

Strengths

You:

- work best in a well-structured, stable environment.
- are good at turning plans into effective action and facing up to the things that need to be done.
- think before acting, with a discriminating mind which is valuable at the strategic planning stages of an operation.

Possible Weaknesses

You may:

- be reluctant to adapt to quickly-changing events.
- not tend to explore or originate new ideas.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:



To play your Implementer role to better effect, take on the work that is required to establish and maintain a good name for your team or organisation. Foster an atmosphere where others are willing to pitch in, whatever the task.



To play your Monitor Evaluator role to better effect, practise thinking about a problem and its implications from all possible angles. If you can show that your thought processes are not unduly influenced by majority viewpoints and the working culture around you, your analytical skills may come to be highly valued.

Sam T

Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based on your Self-Perception plus 4 Observer Assessments.

Key points

Sam T is likely to be valued for practical outcomes rather than original ideas, so look for evidence of achievement, loyalty and consistency. Ask how Sam fares with lack of structure to discover if he has identified a strategy to cope with uncertainties.

Work Environment

Sam is best placed in a position where good planning pays off and common sense is at a premium. He would probably work best in a role that has been established for some time rather than in one that is newly emerging. He needs to be clear about the terms of reference before undertaking the work.

Others have observed that Sam might be best suited to:

- work where handling people with tact is important
- jobs where there is need for dependability
- taking a balanced view when controversial issues arise

On the other hand, Observers have indicated that he might be less suited to work where:

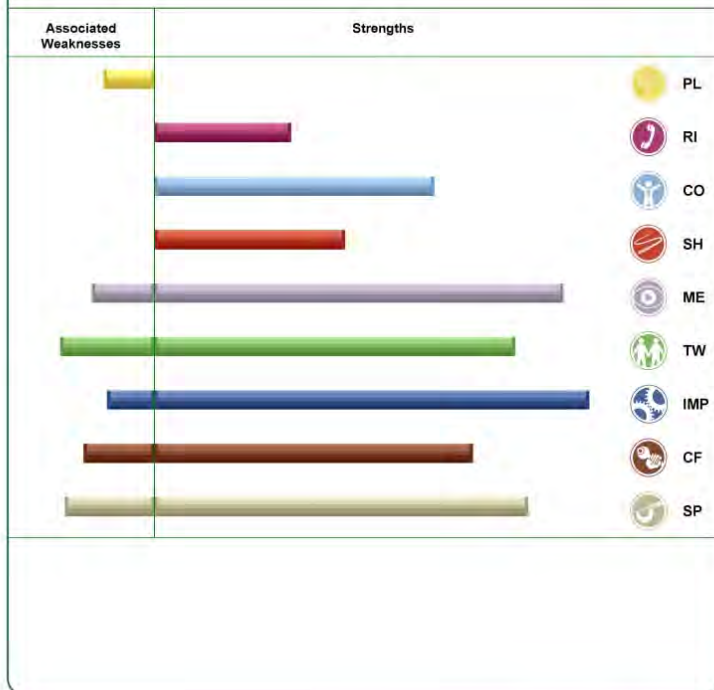
- there is a need to take risks
- unpopular decisions may have to be made

Sam T

Observed Team Role Strengths and Weaknesses

The bar graph in this report shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role. An associated weakness is termed allowable if it operates alongside the observed strengths of the Team Role.

This report is based on 4 Observer Assessments.



Sam T

List of Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which they think apply to you. This report shows the ticks received for each word, in descending order. Words which denote your associated weaknesses are shown in italics.

This report is based on 4 Observer Assessments.

diplomatic	5	keen to impart expertise	1
reliable	5	original	0
impartial	4	inventive	0
helpful	4	creative	0
logical	4	imaginative	0
accurate	4	tough	0
willing to adapt	4	seizes opportunities	0
motivated by learning	3	enterprising	0
self-reliant	3	shrewd	0
outgoing	3	challenging	0
disciplined	3	<i>territorial</i>	0
consultative	3	<i>sceptical</i>	0
practical	3	<i>over-talkative</i>	0
conscious of priorities	3	<i>over-sensitive</i>	0
methodical	3	outspoken	0
confident and relaxed	3	<i>manipulative</i>	0
competitive	3	<i>inflexible</i>	0
perfectionist	2	<i>inconsistent</i>	0
studious	2	<i>eccentric</i>	0
<i>frightened of failure</i>	2	<i>confrontational</i>	0
encouraging of others	2	inquisitive	0
realistic	2	broad in outlook	0
analytical	2	perceptive	0
<i>fearful of conflict</i>	2	<i>resistant to change</i>	0
caring	2	<i>reluctant to allocate work</i>	0
dedicated to subject	2	persuasive	0
<i>unadventurous</i>	2	<i>over-delegating</i>	0
<i>procrastinating</i>	2	oblivious	0
<i>engrossed in own area</i>	2	<i>impulsive</i>	0
<i>indecisive</i>	2	<i>fussy</i>	0
hard-driving	1	free-thinking	0
<i>restricted in outlook</i>	1	<i>unenthusiastic</i>	0
<i>absent-minded</i>	1	<i>pushy</i>	0
persevering	1	corrects errors	0
meticulous	1	<i>uninvolved with specifics</i>	0
efficient	1	<i>impatient</i>	0

Sam T
Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based on your Self-Perception plus 4 Observer Assessments.

Team Roles				Work Style
1	2	3	4	
				Planning “ I like to be responsible for preparation and planning. ”
				Applying Knowledge “ I derive satisfaction when integrating my knowledge and expertise into our practices and methods. ”
				Deploying Quality Processes “ I am at my most effective when I can improve procedures as I apply them. ”
				Calculating “ I enjoy analysing when and how expertise can be beneficially adopted. ”

Glossary of Terms

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her 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 his or her 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, offering advice on managing this.

Team Role Strength

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

Team Role Weakness

This is the flipside of a strength: negative behaviour which can be displayed as the result of a particular Team Role contribution. If someone is playing a particular team role well and their strengths outweigh their weaknesses in the role, it is called an “Allowable weakness”. Weaknesses become “non-allowable” if taken to extreme or if the associated Team Role strength is not displayed.

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 scores higher for this measure.

Percentages

Percentages represent a proportion of the whole: If you take an aptitude test and score 70 marks out of a possible 100, your score is 70%.

Reports on the dynamics of teams

BELBIN

Belbin Team Reports for

Sample Team

BELBIN

Team: Sample Team

Overview of Team Composition

This report shows Team Roles in order from those assessed lowest (1 to 6) to those assessed highest (7 to 10) for each member in the team. For each individual, the first line shows candidate name from Self-Perception; the second shows combined Observer view and the third shows the overall composition.

This report is based on Self-Perception plus Observer Assessments.

Name	SP	OP	SH	TE	CO	RI	TR	IM	SW	CF	SP
A. Ali	1	2	3	4	5	6	7	8	9	10	11
D. Lee	2	3	4	5	6	7	8	9	10	11	12
M. Nita	3	4	5	6	7	8	9	10	11	12	13
P. Jon	4	5	6	7	8	9	10	11	12	13	14
R. Kris	5	6	7	8	9	10	11	12	13	14	15
T. Sam	6	7	8	9	10	11	12	13	14	15	16

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Team: Sample Team

Team Contributions

This report shows suggestions as to what might be done to improve the team's performance. The report offers suggestions as to what should be done on the work of each Team Role within the team. Some roles are shared, some individuals are suggested to play more than one role.

This report is based on Self-Perception plus Observer Assessments.

- When some new line of thought is needed, ask Kris R.
- When the team needs to expand new opportunities, turn to Jon P. and Kris R.
- When someone is needed to coordinate team efforts, ask Jon P. Also involve Lee D.
- When there is a need to increase the pace and drive of the team, you can count on Jon P.
- When the team needs someone to choose between competing options, select either Sam T.
- When someone needs to be seen to represent the team, select either Sam T.
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Team: Sample Team

Team Role Circle

This report shows the top two Team Role contributions for each team member by showing their initials in the relevant segment of the circle (a key of team members is provided below). The positioning of an individual's initials within a particular segment has no significance.

This report is based on Self-Perception plus Observer Assessments.

Key to Candidates

- Ali B (AB)
- Lee D (LD)
- Nita M (NM)
- Jon P (JP)
- Kris R (KR)

Sam T (ST)

Strong Examples of Team Roles

This report shows strong examples of Team Roles in the team in alphabetical order. A strong example of a Team Role is someone who has a clear idea of his or her Team Role preferences, has a good level of agreement between Self-Perception and Observer views of application and displays considerably more positive than negative behaviours for that role.

The following are strong examples of each Team Role:

- Resource Investigator:** Jon P, Kris R
- Co-ordinator:** Jon P
- Shaper:** Jon P
- Monitor Evaluator:** Sam T
- Teamworker:** Nita M
- Implementer:** Sam T
- Specialist:** Ali B

There are no strong examples of the following Team Roles:

- Planner
- Completer Finisher

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Team: Sample Team

Individuals in the Team

This report shows the overall scores for the strongest individual in the team for a given role, compared with the team's average desirable score for that role. The higher the score, the more likely the individual is to be the best person to fill the role in question.

This report is based on Self-Perception plus Observer Assessments.

Individuals with the highest percentage scores for the named Team Role:

Team Role	Individual	Score (%)
CO	Jon P	100
RI	Jon P	100
SP	Jon P	100
SH	Jon P	100
TE	Jon P	100
ME	Jon P	100
PL	Jon P	100
CF	Jon P	100

BELBIN

Team: Sample Team

Team Role Averages

This report shows the team average for each Team Role, based on positive and negative contributions of the Team Role.

This report is based on 6 candidates and 100 observations.

The social dynamics of the team should have a major part to play in the overall success of the team. The higher the score, the more likely the team is to be successful. The higher the score, the more likely the team is to be successful. The higher the score, the more likely the team is to be successful.

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Team: Sample Team

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There are no strong examples of the following Team Roles:

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Reports on Working Relationships

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Belbin Working Relationship Reports

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Working Relationships Sam T and Kris R

This report compares the Team Role combinations of two people to analyse how they might work together. The analysis focuses on comparing the first and second Team Roles of each person. Please note that large differences in personal calibre, or strongly held viewpoints, may override any forecasts based on Team Role chemistry.

This report is based on Self-Perception plus Observer Assessments.

Sam T is the manager of Kris R

Team Role	Sam T (%)	Kris R (%)
PL	75	75
RI	25	75
CO	75	75
SH	75	25
ME	25	25
TW	75	25
IMP	25	25
CF	75	25
SP	25	75

On the basis of the top Team Roles, this Team Role combination may encounter difficulties since partnerships work best where Team Roles are primarily complementary.

Looking at the second Team Roles, Sam and Kris may get on well since both appreciate the need for a broad perspective. Sam should provide occasional guidance, leaving Kris to focus on ensuring that the agreed objectives are met.

Some questions to consider

- How similar are Sam and Kris in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Sam and Kris primarily social, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, Sam and Kris may have to decide how best to share Team Role responsibility between them.

BELBIN

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Kris R are colleagues.

Team Role	Sam T (%)	Kris R (%)
PL	75	75
RI	25	75
CO	75	75
SH	75	25
ME	25	25
TW	75	25
IMP	25	25
CF	75	25
SP	25	75

On the basis of the top Team Roles, this Team Role combination may work well together if Kris R can find enough time to ensure that Sam T is well-informed and clear about what is required. Otherwise, Sam may feel that Kris's range of activities will not result in any useful outcomes.

Looking at the second Team Roles, Sam and Kris are likely to make a good working pair providing Kris respects and heeds Sam's advice. The only danger is that this relationship might spend excessive time on theoretical issues.

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Sam T is managed by Kris R

Team Role	Sam T (%)	Kris R (%)
PL	75	75
RI	25	75
CO	75	75
SH	75	25
ME	25	25
TW	75	25
IMP	25	25
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Job Reports

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Belbin Job Report for Aeronautical Engineer

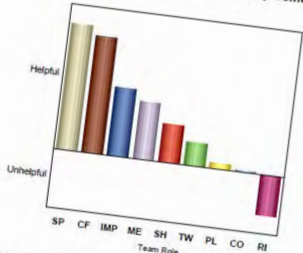


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Aeronautical Engineer Job Specification

This report should be given to the person responsible for recruitment or development of the person in question. It highlights the specific requirements of the job in terms of Team Role contributions.

This report is based on Line Manager's Job Requirements Inventory



The job as it is specified requires someone who takes a great pride and interest in a given subject area and has a capacity for professional dedication. The ideal person should show a keen interest in learning more and building up experience based on experience. The job also demands someone who is intent on producing a high standard of work, keen to ensure that there are no errors and fully aware of the importance of deadlines. A suitable appointee would be one who pays great attention to detail and has good follow-through.

The work entails a fair degree of well-organised planning combined with systematic, efficient practices.

The person appointed should be prepared to work in a restricted environment and to forego spending much time in the world outside.

It has been specified that liaising outside the team could prove detrimental to this job.

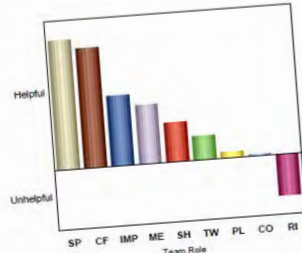
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Aeronautical Engineer Job Expectations

This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.

This report is based on Line Manager's Job Requirements Inventory



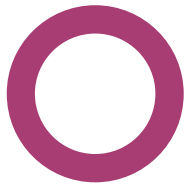
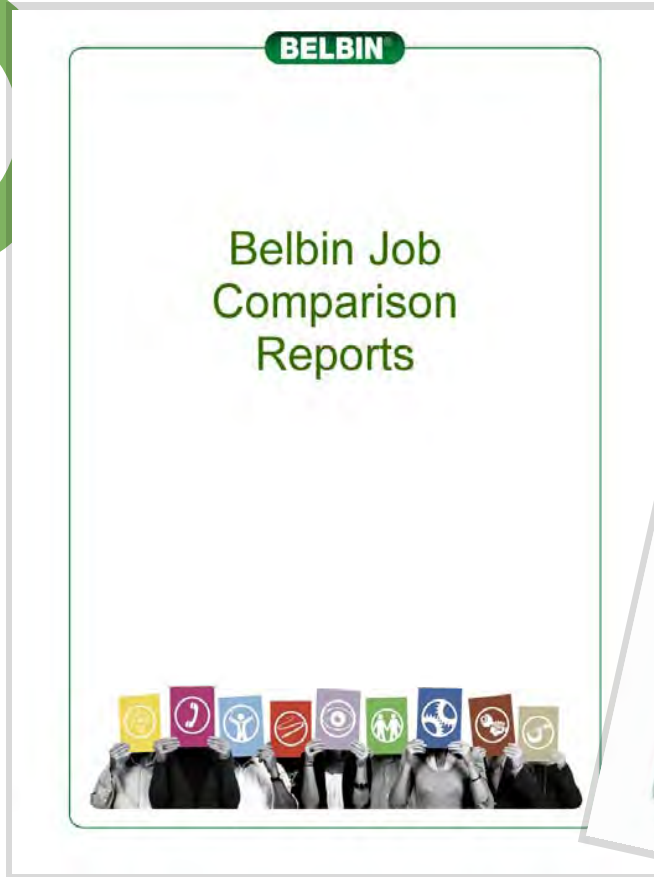
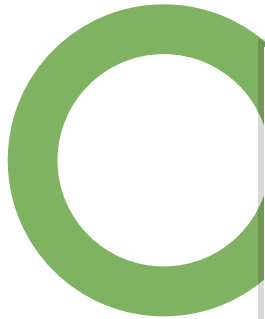
This job needs a true professional who can utilise all available experience and work to the highest standards. You will be expected to keep up-to-date with all developments that are going on in your field and to be constantly on the lookout for ways of making improvements, even if some of these are of a minor nature. Bear in mind that a key for success in this job is gaining respect as a professional, both from your colleagues and those to whom you report in your work.

You will be required to have and maintain in-depth understanding and knowledge of a particular subject area.

It has been specified that liaising outside the team could prove detrimental to this job.

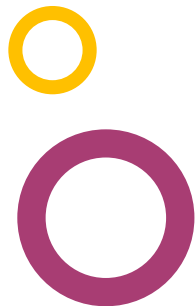
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Job Comparison Reports



Events and off-sites

Sabre's tailored Team and Leadership DNA approaches





Tailored follow through programmes

Three, six and 12 month programmes that enable teams to experience targeted team development that accelerates the teaming process as opposed to just simplistic “one off” team building events.

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