Sample Team

Resilience Team Report

Number of Candidates: 6
Number of Observers: 26

Colourful Company PLC
Rainbow HR

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/Allowable Weaknesses
Over-optimistic. Loses interest once initial enthusiasm has passed.



Teamworker

Strengths
Co-operative, perceptive and diplomatic. Listens and averts friction.
Associated/Allowable Weaknesses
Indecisive in crunch situations. Avoids confrontation.



Co-ordinator

Strengths
Mature, confident, identifies talent. Clarifies goals. Delegates effectively.
Associated/Allowable 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/Allowable Weaknesses
Ignores incidentals. Too pre-occupied to communicate effectively.



Monitor Evaluator

Strengths
Sober, strategic and discerning. Sees all options and judges accurately.
Associated/Allowable 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/Allowable 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/Allowable 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/Allowable Weaknesses
Somewhat inflexible. Slow to respond to new possibilities.



Completer Finisher

Strengths
Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
Associated/Allowable Weaknesses
Inclined to worry unduly. Reluctant to delegate.

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

Team resilience is the ability of a group to respond to pressure, adapt to disruption and continue to perform effectively together. It is not simply the sum of individual toughness or perseverance; it emerges from how people combine their strengths, support one another and act collectively when things do not go to plan.

Much discussion of resilience focuses either on individuals or on organisations, through systems and structures designed to withstand disruption.

Yet it is within teams that performance, decision-making and innovation most consistently take place.

This intermediate level of collective resilience is therefore critical, but often overlooked.

Understanding resilience at the team level bridges the gap between individual capability and organisational intent, revealing how resilience works in practice.

When teams face challenges, resilience is shaped by the contributions team members make, the dynamics between them and the culture they have created. Some teams respond by generating ideas and alternatives; others seek stability through planning, structure or practical problem-solving. No single Team Role contribution creates resilience on its own — balance, flexibility and mutual understanding matter most.

Belbin provides a shared language for understanding how a team typically responds under pressure. When awareness, trust and role clarity align, teams can build conscious, role-aware resilience strategies that enable them to adapt, learn and move forward with confidence.



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Based on Self-Perception and Observer Assessments

In challenging or high-pressure situations, team resilience depends not only on having a range of strengths available, but on knowing where those strengths can be found and how to access them quickly. Identifying individuals with each Team Role strength gives teams a practical support network, ensuring that critical behaviours can be called on when needed. This shared awareness reduces dependency on any one person, builds confidence within the team, and enables more flexible, responsive working. By understanding who can contribute in different circumstances, teams are better equipped to adapt, support one another and perform under pressure.



Resource Investigator

To boost competitive advantage in volatile times, the team may need to seek out new opportunities, and to use networks to identify market trends. In this case, involve: **Peter Green** and **Jo Pink**.



Teamworker

In difficult situations, the team may need someone to cultivate a sense of belonging and cohesion. To boost team resilience by building trust, involve: **Peter Green** and **Jill Purple**.



Co-ordinator

The team might need someone to remain calm in a crisis. To boost resilience by identifying priorities, building consensus and ensuring cohesion, turn to: **Jo Pink**.

Plant

In a crisis, the team might need innovative solutions and a fresh approach to complex problems. To boost team resilience through creative thinking, call on: **Dave Blue**.



Monitor Evaluator

In challenging times, the team may require objective analysis and sound judgement. When someone is needed to recommend the right course of action, seek advice from: **Stuart Brown**.



Specialist

The team may need expertise and guidance to boost resilience and confidence in addressing specific complex problems. In this case, a key part can be played by: **Victoria Yellow**.



Shaper

The team may need drive and determination to navigate through adversity. If decisive action is needed to overcome obstacles, you can count on: **Jo Pink**.



Implementer

In a crisis, the team may need a systematic approach: those who can contribute to the team's resilience by executing plans efficiently and getting the work done. In this instance, turn to: **Jill Purple**.



Completer Finisher

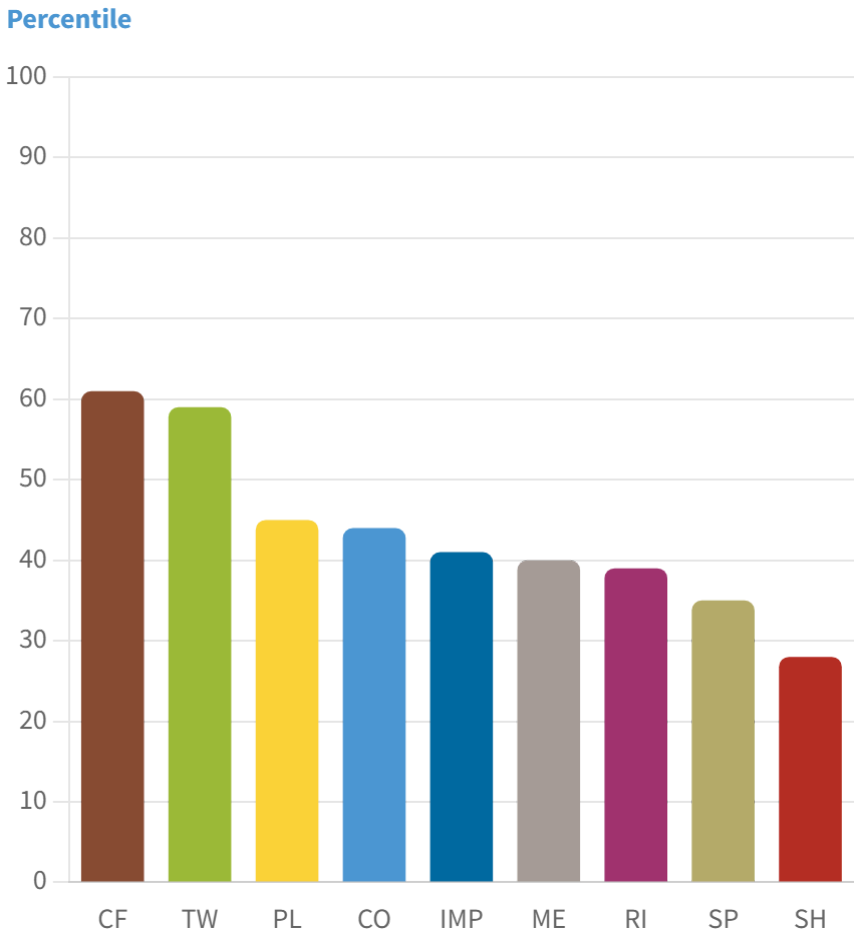
If mistakes need to be caught before they are allowed to compromise the team's effectiveness, count on: **Jill Purple**, **Peter Green** and **Victoria Yellow**.

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Based on Self-Perception and Observer Assessments

Whilst a range of Team Role contributions is needed to support team success, teams do not necessarily need all Team Roles present and in perfect balance at all times. The Team Role behaviours required will vary depending on the team's purpose, objectives and the stage of the work or project. However, for teams to be effective and resilient, they must understand and value all Team Role contributions, and be able to recognise when roles are missing, overrepresented or unevenly distributed.

This team can strengthen resilience by combining a service mindset with good quality, ensuring that what is needed is done well. Resilience could improve further with clear direction — either by someone taking a strong creative lead or by the team explicitly defining goals, roles and ownership of decisions.



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Based on Self-Perception and Observer Assessments

Team resilience is particularly at risk when the team is overreliant on one individual in the team to make a particular Team Role contribution.

This overreliance creates vulnerability: if that person is absent, overloaded or leaves, the contribution may be lost, reducing effectiveness and adaptability.

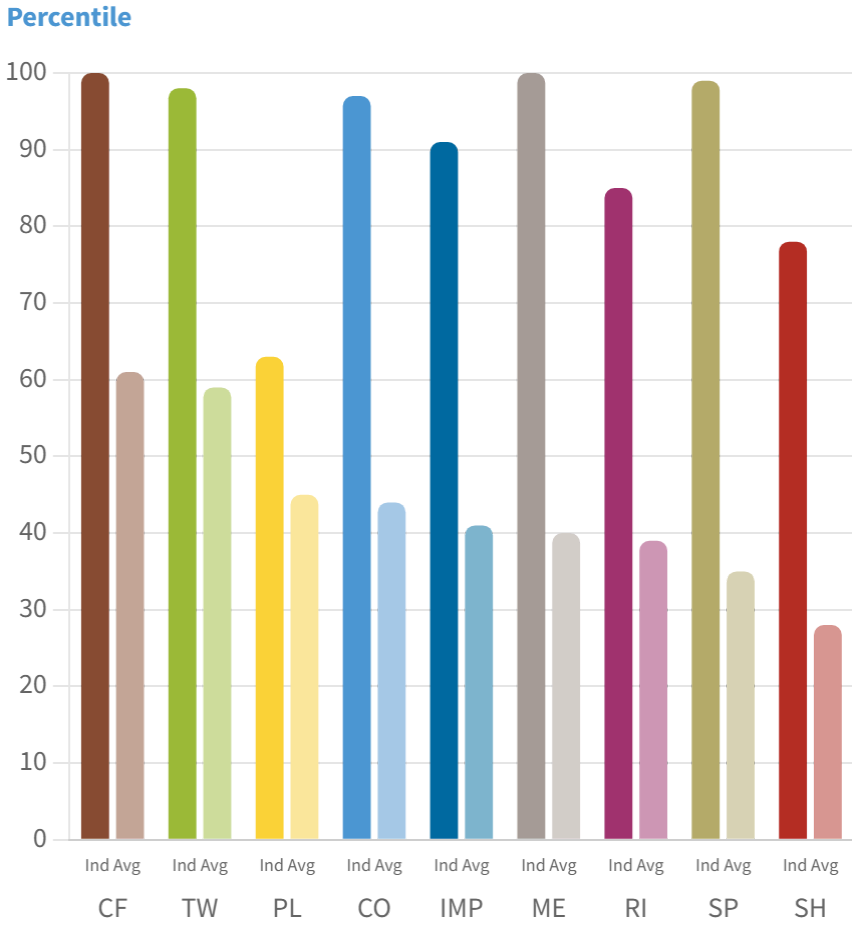
This dependency can also place significant pressure on the individual, increasing isolation, and risk of stress and disengagement.

Sample Team appears to rely on particular individuals to play the following roles: Completer Finisher, Co-ordinator, Implementer, Monitor Evaluator, Specialist, Shaper.

This is explored in more depth on the following report page.

If a particular Team Role is required and the team is overreliant on one individual, consider:

- What would be lost if this person was no longer available to the team?
- How is this Team Role behaviour currently needed and used in the team?
- Where could we find this behaviour if we need it in the future?



CF Jill Purple **TW** Jill Purple **PL** Victoria Yellow **CO** Jo Pink **IMP** Jill Purple **ME** Stuart Brown **RI** Peter Green **SP** Victoria Yellow **SH** Jo Pink

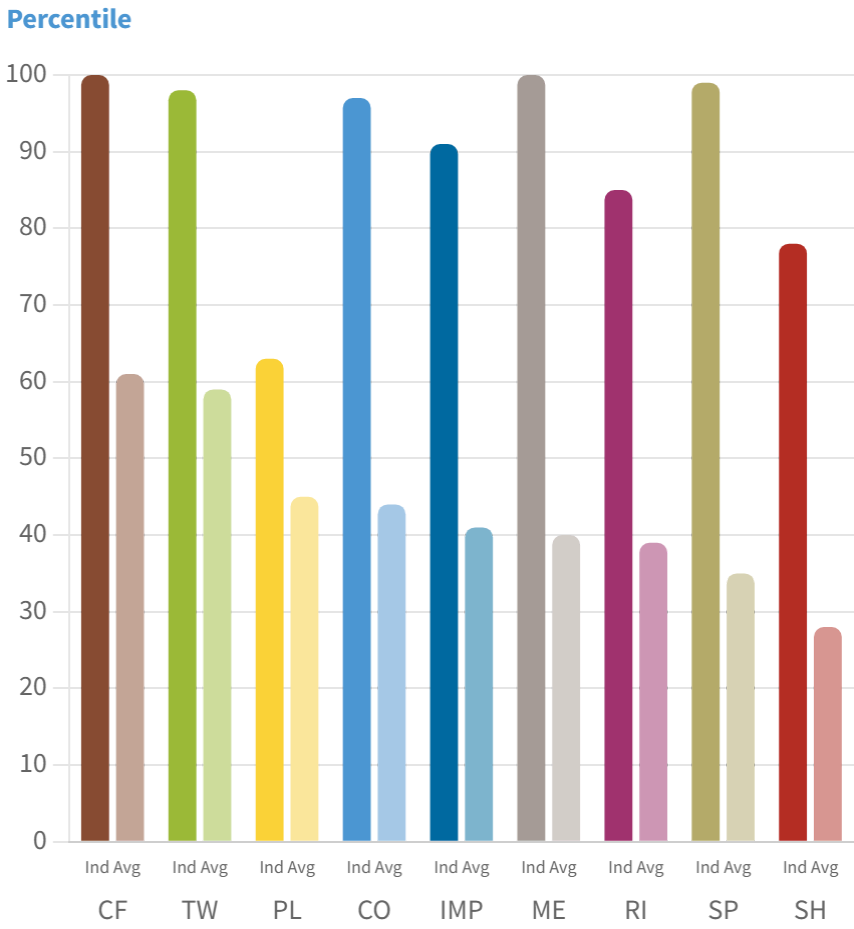
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Based on Self-Perception and Observer Assessments

The team appears to be dependent on Jill Purple to ensure quality and check the details. As a result, Jill Purple may feel under considerable internal pressure and stress to maintain standards and engage in constant checking, especially if others overlook the importance of this contribution. If Jill Purple were to leave, this could lead to damaging errors, or reduced quality of output. To help alleviate this problem, the team should embed quality checks into processes and come to a collective agreement around realistic standards.

Since Jo Pink appears to be the primary person in the team carrying responsibility for building consensus and facilitating decision-making, these may well stall when Jo Pink is absent. The team may become unclear about priorities, while Jo Pink may experience pressure from being the central hub. Resilience is likely to improve if meeting facilitation skills are shared, and the team develops a stronger shared ownership of decisions, rather than relying on one individual to ensure progress.

The team appears to rely on Jill Purple as the sole organiser of practical action, organisation and follow-through. As a result, Jill Purple may feel isolated in turning ideas into reality, and weighed down by routine responsibilities if others fail to engage with structure or process. Without Jill Purple, plans may falter or remain unexecuted. The team may become ideas-heavy but action-poor. Increasing resilience involves sharing processes, documenting ways of working, and helping others build confidence in turning ideas into structured action.



CF Jill Purple **TW** Jill Purple **PL** Victoria Yellow **CO** Jo Pink **IMP** Jill Purple **ME** Stuart Brown **RI** Peter Green **SP** Victoria Yellow **SH** Jo Pink

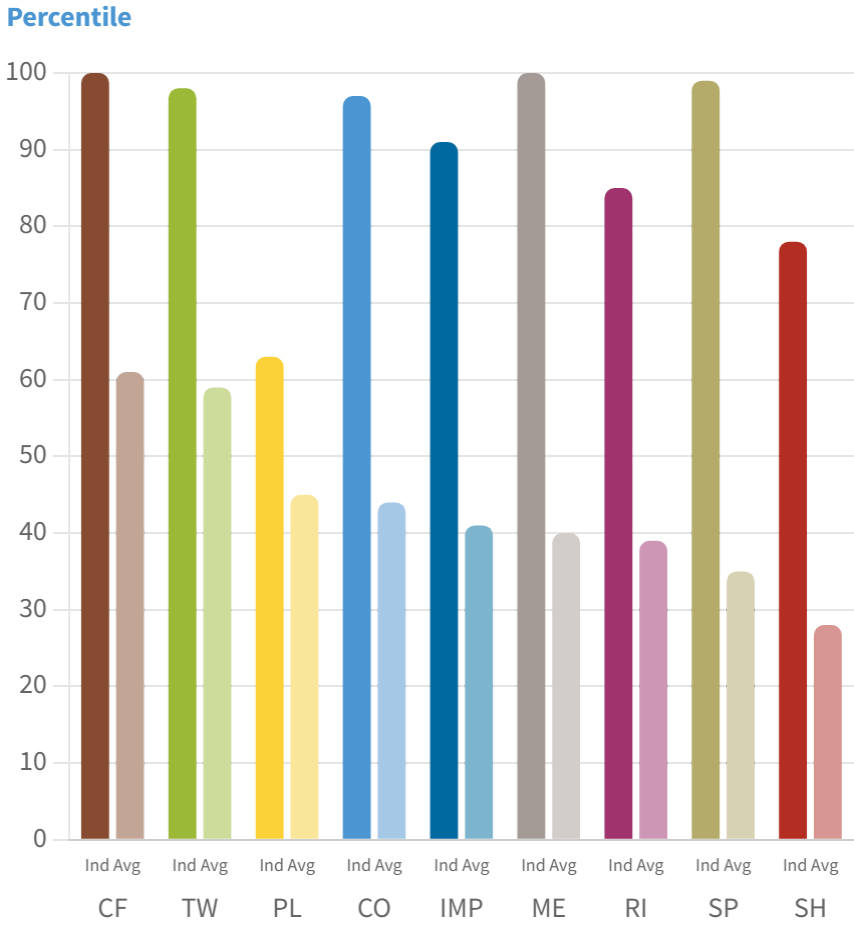
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Based on Self-Perception and Observer Assessments

Since the team appears to rely primarily on Stuart Brown for critical thinking and objective judgement, decision quality might deteriorate when Stuart Brown is absent. The team may rush decisions, overlook risks or fall prey to groupthink. In addition, Stuart Brown might feel isolated when offering dissenting views, especially if others prioritise speed over careful analysis. To mitigate this, teams should build decision-making discipline, encourage evidence-based discussion, and develop the analytical confidence of more than one team member.

The team seems to depend primarily on Victoria Yellow to provide critical knowledge, making it vulnerable to skill loss and disruption. The risks are that Victoria Yellow feels isolated in a given specialism (especially if it is not understood or valued by others) and that Victoria Yellow's departure could halt progress or require costly relearning or outsourcing. To build resilience, teams should encourage knowledge-sharing, mentoring, documentation and broader skill development so that expertise is accessible and not siloed.

The team seems to rely on Jo Pink to provide drive, momentum and challenge. Frustration or isolation may result if others do not share a sense of urgency, or if Jo Pink is perceived negatively as a result of it. If Jo Pink were to leave the team, progress could slow and important issues might go unaddressed for fear of conflict. Teams benefit from openly valuing healthy challenge, encouraging candid communication between members, and ensuring that pace and performance expectations are collectively owned.



CF Jill Purple **TW** Jill Purple **PL** Victoria Yellow **CO** Jo Pink **IMP** Jill Purple **ME** Stuart Brown **RI** Peter Green **SP** Victoria Yellow **SH** Jo Pink

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Based on Self-Perception and Observer Assessments

This report page is designed to help managers take a more effective, human-centred approach to strengthening resilience within their teams. Rather than applying a one-size-fits-all solution, it emphasises the importance of understanding each individual's unique strengths, preferences, and challenges. A strengths-based approach builds on what people naturally do well, increasing confidence, engagement, and their ability to cope with pressure.

Top Role

Bottom Role

Jo Pink

Jo supports resilience by aligning people's contributions with shared objectives. To ensure that critical expertise is not disregarded, Jo should deliberately involve those with deep knowledge in key decisions and acknowledge the value of their specialised input.





Peter Green

Peter contributes towards resilience by calming conflict and encouraging co-operation when the team is under pressure. To avoid important issues being glossed over, encourage Peter to support constructive challenge, providing reassurance that candid debate can strengthen, rather than threaten, the team.





Victoria Yellow

Victoria helps resilience by ensuring that decisions in a particular area are grounded in solid understanding, especially when time is short. Ensure that Victoria stays connected with whoever is guiding overall priorities so that expertise supports what matters most.





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Based on Self-Perception and Observer Assessments

	Top Role	Bottom Role
Stuart Brown		
Stuart contributes to resilience by preventing rash mistakes and ensuring that decisions are grounded in evidence. To maintain momentum, Stuart should be prepared to back a generally robust option even if some questions remain unanswered.		
Jill Purple		
Jill takes a meticulous approach to ensure high standards and prevent careless errors when it matters most. Ensure that Jill checks in with others who seek out new opportunities, so that external perspectives also inform the quality of the outcome.		
Dave Blue		
Dave is adept at finding original responses to complex challenges, helping the team see possibilities where others see problems. Because reaching out to others may not come naturally, encourage Dave to work with those who are exposed to external perspectives, to ensure that any ideas are robust in a challenging time or market.		

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