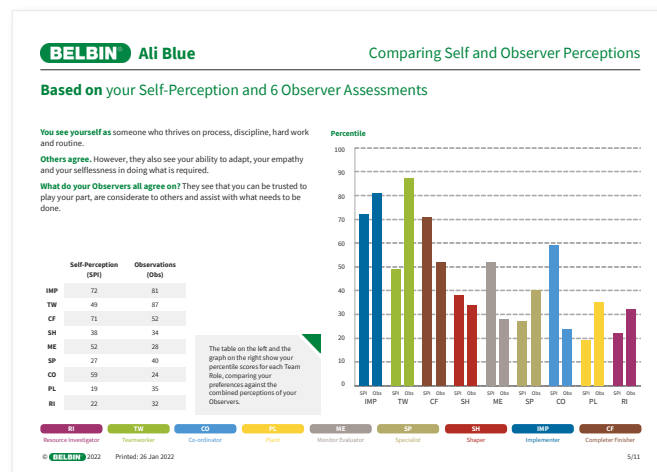


Belbin Team Role reports are designed to help individuals and teams understand the behavioural characteristics people can display when working in teams. Each Belbin Team Role offers a different style of contribution to the team. With an understanding of these styles, you and your team can work and interact more effectively. This exercise is aimed to give you a better understanding of the contributions you make to the team.

1. Enhancing Self-Awareness

On the report page, **Comparing Self and Observer Perceptions**, look at the three highest 'SPI' (Self-Perception Inventory) bars. Are these roles also high on the 'Obs' (Observer) bars? Can you think of an explanation for any discrepancies?

Look at the top three Observer bars. Do you agree you have strengths in these roles? Write down what this may mean about your style and how you think your work colleagues view you.



2. Improving Personal Effectiveness

On the **Team Roles in a Ranked Order** report, look at 'Your Overall Team Role Composition' and consider the top two Team Roles. Then read the **Team Role Feedback** report. Now discuss how you would like to develop your work and/or management style based on the above information.



BELBIN Ali Blue Team Roles in a Ranked Order

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	IMP	CF	CO	ME	TW	SH	SP	RI	PL
Observers:									
Antonio Lima	IMP	PL	CF	CO	TW	SP	ME	RI	SH
Pamela Olive	IMP	TW	SP	ME	CF	CO			
Robbie Yellow	TW	IMP	SH	CF	RI	SP	ME	CO	
Nisha Navy	TW	IMP	PL	RI	SP	ME	CO	CF	SH
Erin Blue	PL	CF	TW	RI	SP	CO	SH	IMP	ME
Ravi Teal	SH	IMP	TW	CF	ME	RI	SP		
Observers' Overall Views	TW	IMP	CF	SP	PL	SH	RI	ME	CO
Your Overall Team Role Composition	IMP	TW	CF	SH	ME	SP	CO	PL	RI

BELBIN Ali Blue Team Role Feedback

Based on your Self-Perception and 6 Observer Assessments

Combining your view with the views of others, your main contributions are: **Implementer and Teamworker**

You appear to be someone who does the things that need to be done, whether in terms of the work to be performed or in providing general assistance. The value of this focus is that you're a contribution which has the potential of being appreciated everywhere. For example, when you find yourself engaged in a key project or task, you will be the person who knows how best to cope with the pressing everyday issues that arise.

However, you may find it more difficult to progress when placed in an upfront role. This will be especially true where the focus is on selling new lines or ideas to others. For this reason you should benefit from close association with a prominent manager or colleague with a gift for proclaiming a message loud and clear. This person might be strong and demanding but can offer you their forceful voice when you most need it.

The greater your skill in handling the problems that others create in their wake, the more you will have an indispensable role to perform. Perhaps that is why in your case, who you work with, rather than precisely what work you perform, is likely to be more vital than for most people. For this reason, you should choose your job and your team with care. Take full account of who else is there and make sure that you avoid the company of a colleague with a strong sense of personal territory who might wish to squeeze you out. You need to feel comfortable if you are to offer your best.

As a manager, you are likely to work best with those who share your work ethic and are able to add the necessary finishing touches.

Your overall operating style should be of someone who takes a pride in the job, in helping others and in creating a good atmosphere at work.

You appear to have an affinity for accuracy and maintaining high standards. To enhance your performance, try taking on tasks such as proofreading or checking the final figures, which will help you to sharpen your attention to detail further. The more you show yourself to be someone capable of picking up on errors which could otherwise cause embarrassment, the more valuable you will become to the team.

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 someone who develops and can exploit useful contacts outside the organisation. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to improve.

Percentile

Role	Percentile
IMP	85
TW	80
CF	60
SH	40
ME	35
SP	30
CO	25
PL	20
RI	15

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

BELBIN 2022 Printed: 26 Jun 2022 6/11

2. Improving Personal Effectiveness (cont.)

On the **List of Observer Responses** report, look at the top 6 words. These are the behaviours which your Observers see you display most frequently. Discuss briefly how you are going to use the strengths to advantage and how you might minimise any associated weaknesses.



BELBIN Ali Blue
List of Observer Responses

Based on 6 Observer Assessments

Here is a complete list of the words and phrases your Observers chose from the Observer Assessment in descending order. Words for associated weaknesses shown in *italics*.

reliable	11	<i>resistant to change</i>	3	seizes opportunities	2	<i>unenthusiastic</i>	0
caring	8	<i>indecisive</i>	3	keen to impart expertise	2	<i>oblivious</i>	0
helpful	7	<i>reluctant to allocate work</i>	3	diplomatic	2	<i>over-delegating</i>	0
efficient	6	<i>fearful of conflict</i>	3	outgoing	2	<i>manipulative</i>	0
imaginative	5	perfectionist	3	accurate	2	<i>inconsistent</i>	0
hard-driving	5	meticulous	3	<i>over-sensitive</i>	1	<i>restricted in outlook</i>	0
perceptive	5	competitive	3	<i>fussy</i>	1	<i>eccentric</i>	0
practical	5	outspoken	3	<i>territorial</i>	1	<i>uninvolved with specifics</i>	0
encouraging of others	5	methodical	3	shrewd	1	<i>inflexible</i>	0
conscious of priorities	5	consultative	3	tough	1	<i>absent-minded</i>	0
<i>frightened of failure</i>	4	willing to adapt	3	impartial	1	<i>procrastinating</i>	0
studious	4	logical	3	enterprising	1	<i>over-talkative</i>	0
creative	4	dedicated to subject	3	free-thinking	1	<i>confrontational</i>	0
inquisitive	4	<i>unadventurous</i>	2	challenging	1	<i>pushy</i>	0
persevering	4	<i>sceptical</i>	2	motivated by learning	1	<i>impulsive</i>	0
self-reliant	4	<i>impatient</i>	2	corrects errors	1	<i>engrossed in own area</i>	0
realistic	4	inventive	2	confident and relaxed	1	original	0
disciplined	4	persuasive	2	analytical	1	broad in outlook	0

© BELBIN 2022 Printed: 26 Jan 2022
10/11

2. Improving Personal Effectiveness (cont.)

Look at the **Placement Suggestions** and **Suggested Work Styles** reports. Do you agree with the content? How can you use these comments and suggestions to develop in your current job role?



BELBIN Ali Blue
Suggested Work Styles

Based on your Self-Perception and 6 Observer Assessments

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

IMP TW

Meeting Requirements

IMP CF

Deploying Quality Processes

IMP SH

Assigning Tasks

TW CF

Assisting

BELBIN Ali Blue
Placement Suggestions

Based on your Self-Perception and 6 Observer Assessments

Work Environment

As a dependable person who takes a systematic approach to work, you're likely to fare best in a job which is already structured. You'll feel most comfortable with taking on additional responsibility if you're in a positive team environment which offers continued encouragement and support.

Others see that you would be suited to:

- jobs where there is need for dependability.
- a job where looking after others is highly valued.
- providing support for clients or colleagues as required.

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.
- Let people know that you are happy to fit in and be versatile. Ask, "How can I help?" when appropriate.
- You're naturally attuned to others' wants and needs. You'll be appreciated for your ability to listen and can empathise.
- However, while your willingness to compromise is hugely appreciated, ensure you don't shy away from difficult topics.

Announce your strengths. You are likely to:

- work best in a well-structured environment which is not subject to frequent change.
- be able to adapt to others and relied upon to do what needs to be done.
- be accomplished at planning and organizing your work.
- use your intuition when working with colleagues and help to defuse friction in the team.

Be aware of your weaknesses. You may:

- worry too much about trying and failing.

IMP Completer Finisher
CF Completer Finisher
8/11

3. Improving Team Effectiveness

On the **Team Roles in a Ranked Order** report, look at which Team Role is in 9th place on your Self-Perception. Now look at where this Team Role comes in the 'Observers' Overall View'. Finally, look at the bottom role on 'Your Overall Team Role Composition'. Which Team Role do you consider you are least likely to take on? Write it down. Now explain how you can ensure that your weakest role is covered. Are there others who have strengths complementary to yours?



Ali Blue
Team Roles in a Ranked Order

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	IMP	CF	CO	ME	TW	SH	SP	RI	PL
Observers:									
Antonio Lima	IMP	PL	CF	CO	TW	SP	ME	RI	SH
Pamela Olive	IMP	TW	SP	ME	CF	CO			
Robbie Yellow	TW	IMP	SH	CF	RI	SP	ME	CO	
Nisha Navy	TW	IMP	PL	RI	SP	ME	CO	CF	SH
Erin Blue	PL	CF	TW	RI	SP	CO	SH	IMP	ME
Ravi Teal	SH	IMP	TW	CF	ME	RI	SP		
Observers' Overall Views	TW	IMP	CF	SP	PL	SH	RI	ME	CO
Your Overall Team Role Composition	IMP	TW	CF	SH	ME	SP	CO	PL	RI

- This page provides an overview of Team Roles as seen by yourself and your Observers.
- These are displayed from your highest (1) to your lowest (9). If the Observer in question did not observe any of a given Team Role behaviour, there will be a blank.
- Your overall Team Role composition is a combination of Self and Observer responses. It is based on a complex formula and not a straightforward average of the totals.

RI

TW

CO

PL

ME

SP

SH

IMP

CF

Resource Investigator

Teamworker

Co-ordinator

Plant

Monitor Evaluator

Specialist

Shaper

Implementer

Completer Finisher

© BELBIN 2022 Printed: 26 Jan 2022
9/11

3. Improving Team Effectiveness (cont.)

The next step is to share your Team Role profile with other members of the team and encourage them to do the same. Bear in mind that we all have different strengths and weaknesses. Identify these and put this information to good use by noting down how the team can use the strengths to advantage and compensate for any weaknesses.

Finally, bear in mind that Belbin Team Roles are looking at behaviour and not personality. Your accompanying report is only valid for the team you are in at the moment. When you are in a different team, you may need to adjust your roles accordingly. It is, of course, dependent upon who else is in the team and what the team is trying to achieve.



Ways to use strengths

Ways to compensate for weaknesses