










# Belbin Working Relationship Reports



## 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.

## Working Relationships

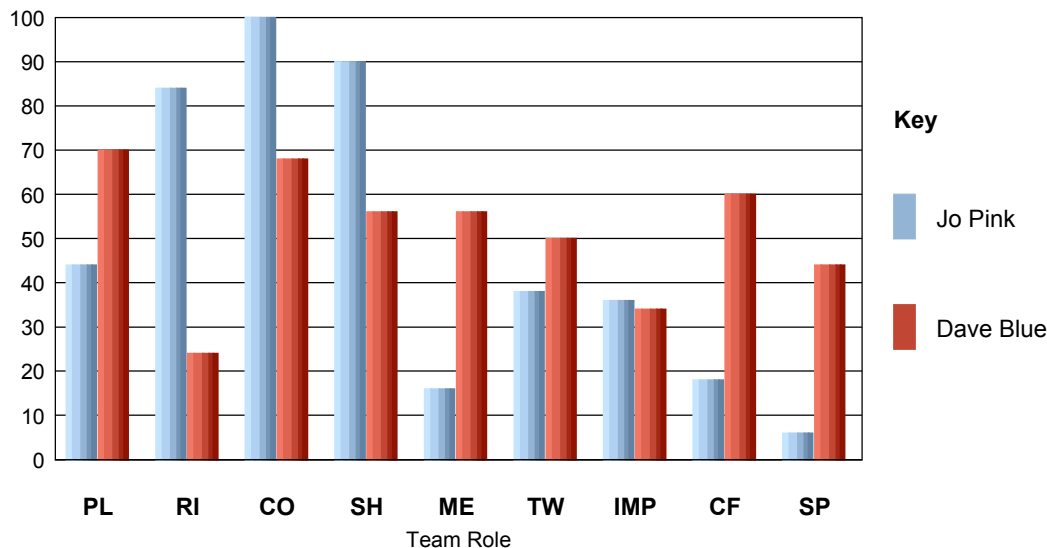
### Jo Pink and Dave Blue

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.**

Jo Pink is the manager of Dave Blue.

Percentile



On the basis of the top Team Roles, this Team Role combination has the potential to be successful because Jo Pink should be good at identifying talent and knowing how to use it. Jo will need to orchestrate Dave Blue's ideas. At the same time, Dave must learn to accept from Jo when an idea is not worth pursuing.

Looking at the second Team Roles, Jo and Dave may get on well provided that there is not a clash of management styles. If Dave is allowed some discretion and is left to arrange and organise an agreed programme the relationship could work well.

#### Some questions to consider

- How similar are Jo and Dave in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo and Dave 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, Jo and Dave may have to decide how best to share Team Role responsibility between them.

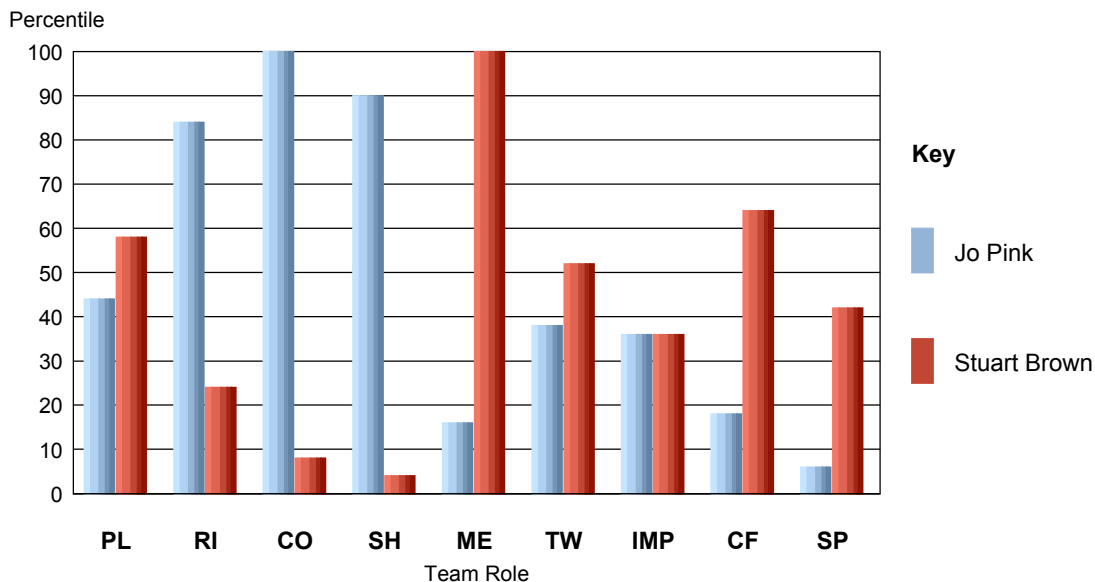
## Working Relationships

### Jo Pink and Stuart Brown

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

Jo Pink is the manager of Stuart Brown.



On the basis of the top Team Roles, this Team Role combination has the potential to be successful providing Jo Pink respects and heeds Stuart Brown's advice. The only danger is that this relationship might spend excessive time on theoretical issues.

Looking at the second Team Roles, Jo and Stuart may get on well to ensure that goals are pursued and targets met. However, this can make for a tense relationship and Jo must take steps to alleviate any anxiety on Stuart's part.

#### Some questions to consider

- How similar are Jo and Stuart in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo and Stuart 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, Jo and Stuart may have to decide how best to share Team Role responsibility between them.

## Working Relationships

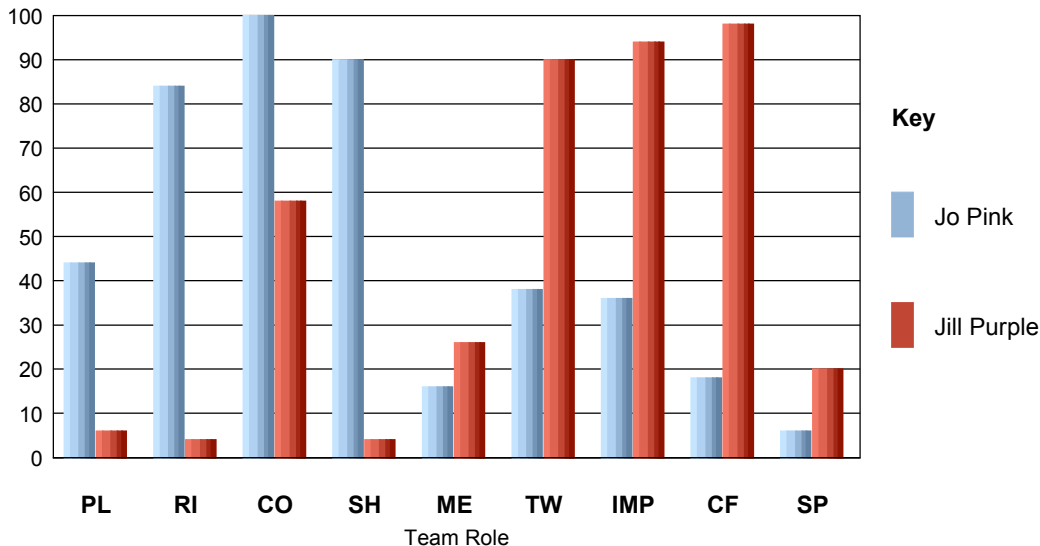
### Jo Pink and Jill Purple

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.**

Jo Pink is the manager of Jill Purple.

Percentile



On the basis of the top Team Roles, this Team Role combination has the potential to be successful since Jill Purple will be able to take care of the details whilst Jo Pink keeps an eye on the bigger picture. In this relationship, it is important that Jo keeps Jill on track in order to ensure that deadlines are met.

Looking at the second Team Roles, Jo and Jill are likely to make a good working pair in getting things done. This pairing is likely to perform better in a setting where the emphasis falls on tasks rather than the handling of people.

#### Some questions to consider

- How similar are Jo and Jill in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Jo and Jill 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, Jo and Jill may have to decide how best to share Team Role responsibility between them.

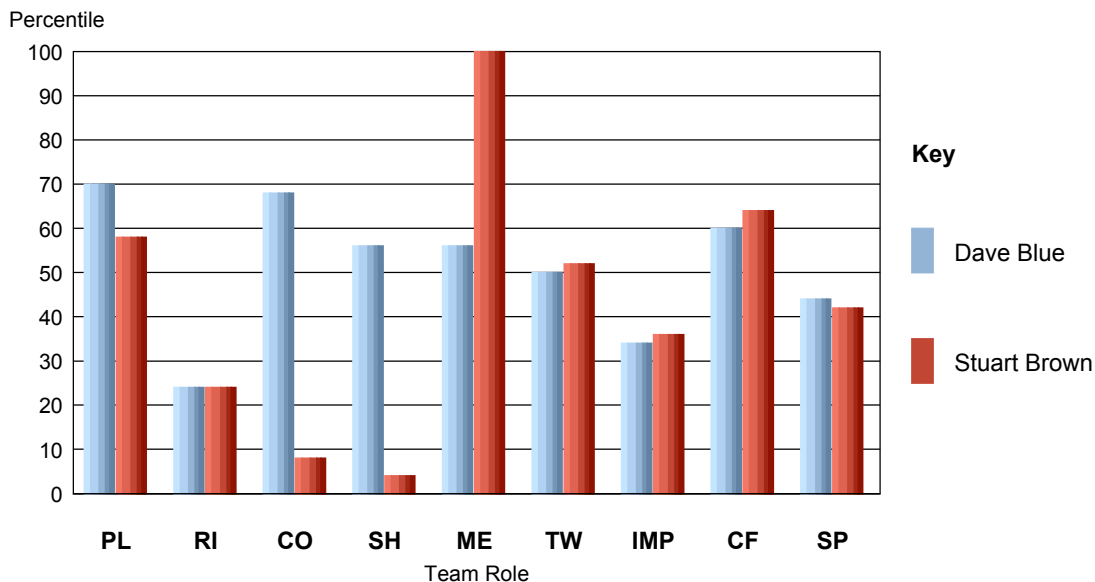
## Working Relationships

### Dave Blue and Stuart Brown

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.

Dave Blue and Stuart Brown are colleagues.



On the basis of the top Team Roles, this Team Role combination may encounter difficulties as it may produce a lot of verbal argument and possible conflict. New ideas may be squashed rather than developed. However, the relationship could generate fruitful strategies if each party recognises the other's strengths rather than trying to compete on intellectual matters.

Looking at the second Team Roles, Dave Blue and Stuart Brown may get on well given that Stuart focuses on the tasks and Dave on the people issues. Otherwise boundary issues are likely to arise.

#### Some questions to consider

- How similar are Dave and Stuart in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Dave and Stuart 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, Dave and Stuart may have to decide how best to share Team Role responsibility between them.

## Working Relationships

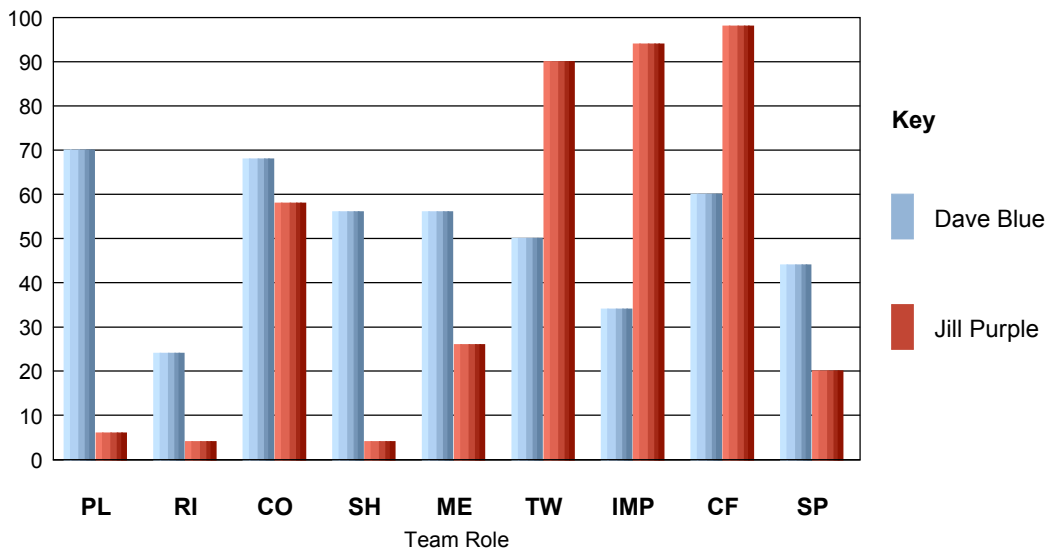
### Dave Blue and Jill Purple

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.

Dave Blue and Jill Purple are colleagues.

Percentile



On the basis of the top Team Roles, this Team Role combination may encounter difficulties as Dave Blue is likely to focus on the ideas and Jill Purple on the detail. If they are to work closely together, their respective duties will need to be carefully negotiated.

Looking at the second Team Roles, Dave and Jill are likely to make a good working pair, provided that Jill concentrates on getting things done and Dave deals with the people issues and the overall goals.

#### Some questions to consider

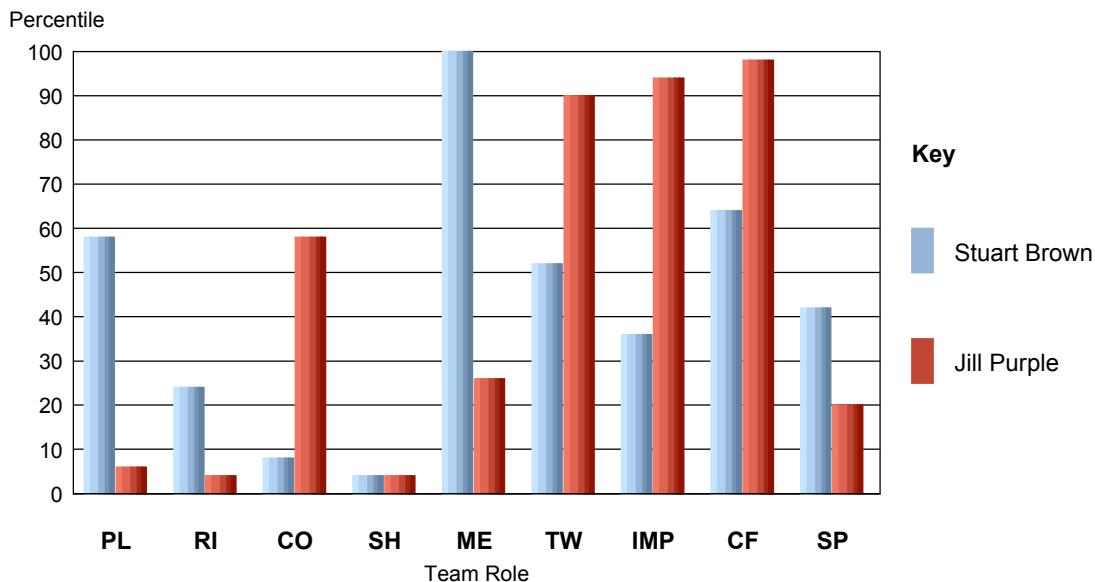
- How similar are Dave and Jill in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Dave and Jill primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role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

## Working Relationships Stuart Brown and Jill Purple

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.

Stuart Brown and Jill Purple are colleagues.



On the basis of the top Team Roles, this Team Role combination may work well together, producing thoughtful and accurate results, although they may find difficulty in responding rapidly enough to new issues and challenges.

Looking at the second Team Roles, Stuart Brown and Jill Purple are likely to make a good working pair, carrying out tasks efficiently and accurately, provided that agreement is reached on where the priorities lie.

#### Some questions to consider

- How similar are Stuart and Jill in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Stuart and Jill 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, Stuart and Jill may have to decide how best to share Team Role responsibility between them.



# 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 80<sup>th</sup> percentile, this indicates that 20% of people have scored more highly 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%.

## Glossary of Terms

### 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 80<sup>th</sup> percentile for that Team Role according to their Self-Perception. Once observer assessments are added, their feedback is also taken into account to determine whether or not someone qualifies as a strong example.

### Points Dropped

In the Self-Perception Inventory, there are a number of control questions which do not relate to a particular Team Role. Your Points Dropped score reflects how many points you allocated to these control questions. You may achieve a high Points Dropped score if you are new to a team or job or if you are unsure of your position within the team. More specific feedback on this topic may be provided in the “Understanding your Contribution” section of the report: “Maximizing your Potential”.