










# Belbin Job Report for

Head of Training



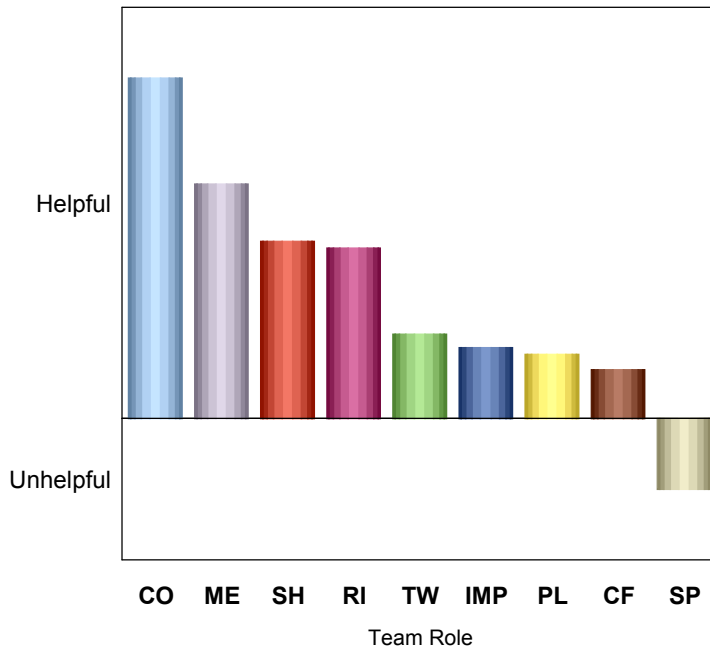
## Team Role Summary Descriptions

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.

## Head of Training Job Specification

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

**This report is based on A Person's Job Requirements Inventory and 4 Job Observations.**



The job as it is specified requires someone who has the capacity for drawing the best out of others, encouraging them to contribute and to identify personally with group objectives. Such a person should be able to conduct meetings in a mature fashion and in a way that allows participants to feel satisfied when proceedings have been concluded.

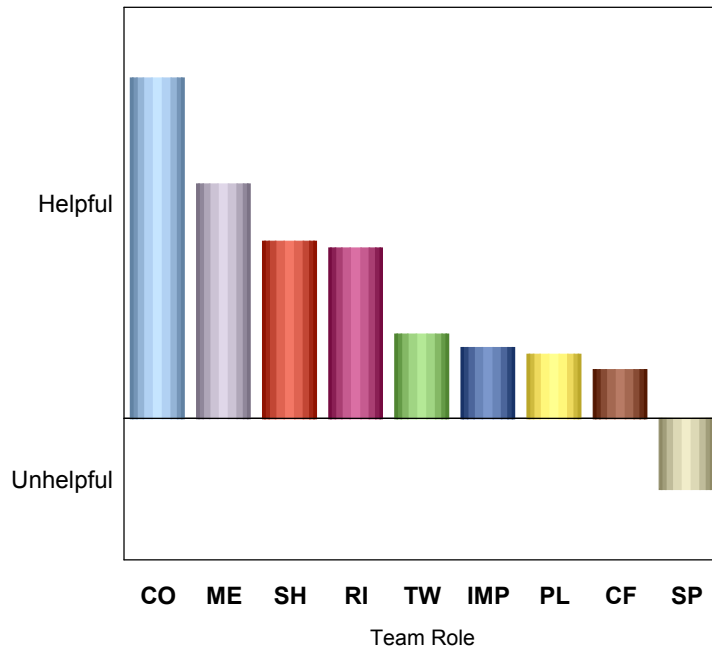
The work entails a fair degree of planning and thinking combined with level-headed judgement.

On this specification general managerial ability is more important than the possession of any particular knowledge or experience.

## Head of Training 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 A Person's Job Requirements Inventory and 4 Job Observations.**



This job demands someone who has an equal interest in co-ordinating people and problem solving. A balance between the skills needed in these two fields is difficult to achieve. Yet success will depend mainly on getting this balance right. In this job, not only will you have to think things through, but you will also need to communicate effectively the reasons underlying your views.

The person most likely to succeed in this job is one who can motivate and control others without resorting to power trips. An interest in and appreciation of other people's work will play a key part if a real success is to be made of this job.

## Head of Training

### List of Observer Words for Jobs

This report shows the behavioural qualities which Observers consider will have an impact upon the job. Behaviours shown in bold have been identified as one of the top three qualities important for the job. The number of asterisks indicates the number of Observers who identified the word in this way. Behaviours considered to be unhelpful to the job are shown in italics.

#### This report is based on 4 Observer Assessments.

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

# 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”.