



Dean Thomas

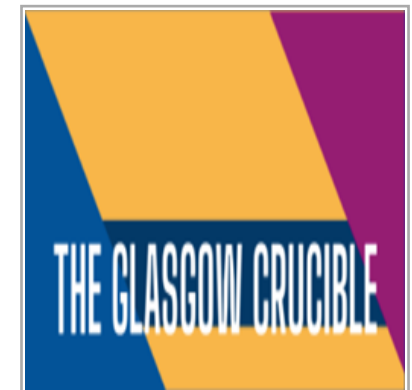
Belbin Individual Team Role Report

SPI completion date: 23rd March 2024

Observer completion date: 4th April 2024

Number of Observers: 6

Glasgow Crucible



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.



Plant

Strengths:

Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.

Associated/Allowable Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



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.



Teamworker

Strengths:

Co-operative, perceptive and diplomatic. Listens and averts friction.

Associated/Allowable Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



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.



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.



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.



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.



Completer Finisher

Strengths:

Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.

Associated/Allowable Weaknesses:

Inclined to worry unduly. Reluctant to delegate.

RI

Resource Investigator

TW

Teamworker

CO

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IMP

Implementer

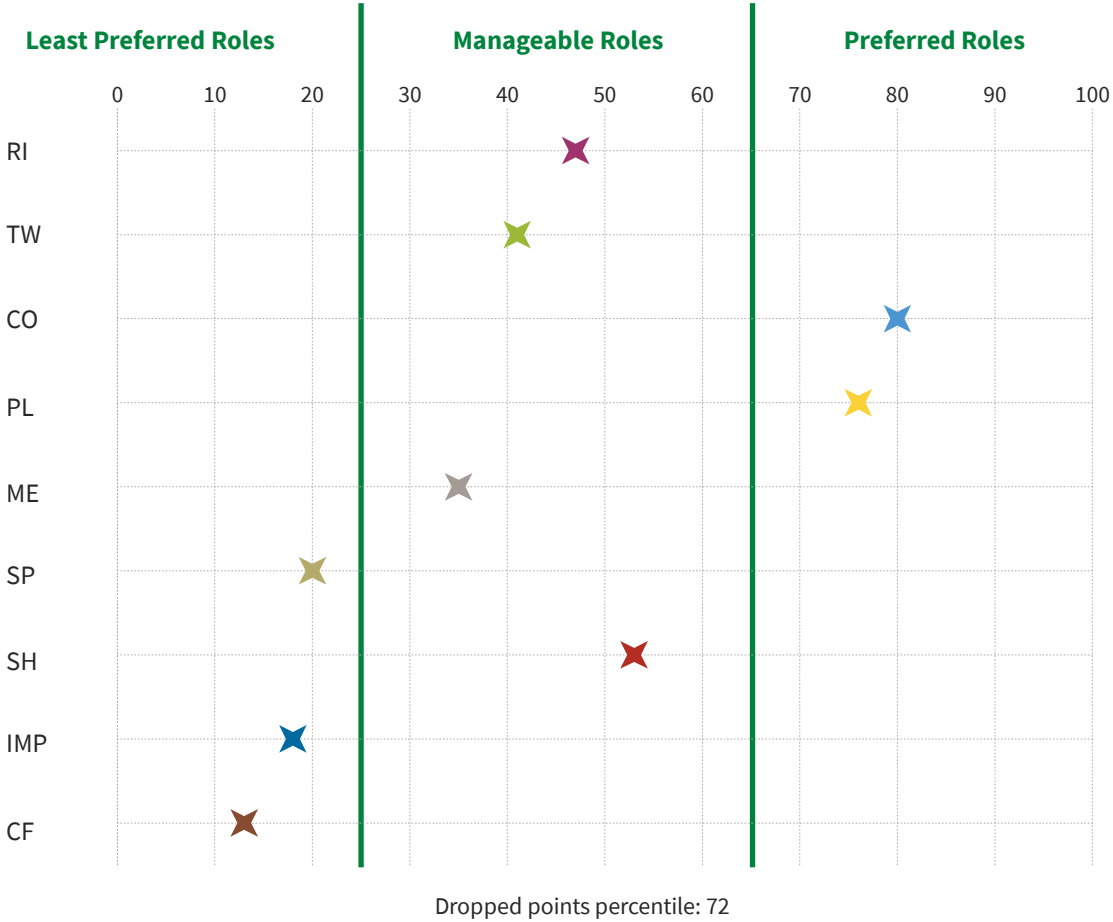
CF

Completer Finisher

Based on your Self-Perception only

Dean, from your own perspective, Co-ordinator and Plant are your top contributions.

You have a desire to innovate whilst keeping others on board.
 You are keen both to motivate team members and to move into new territories.



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

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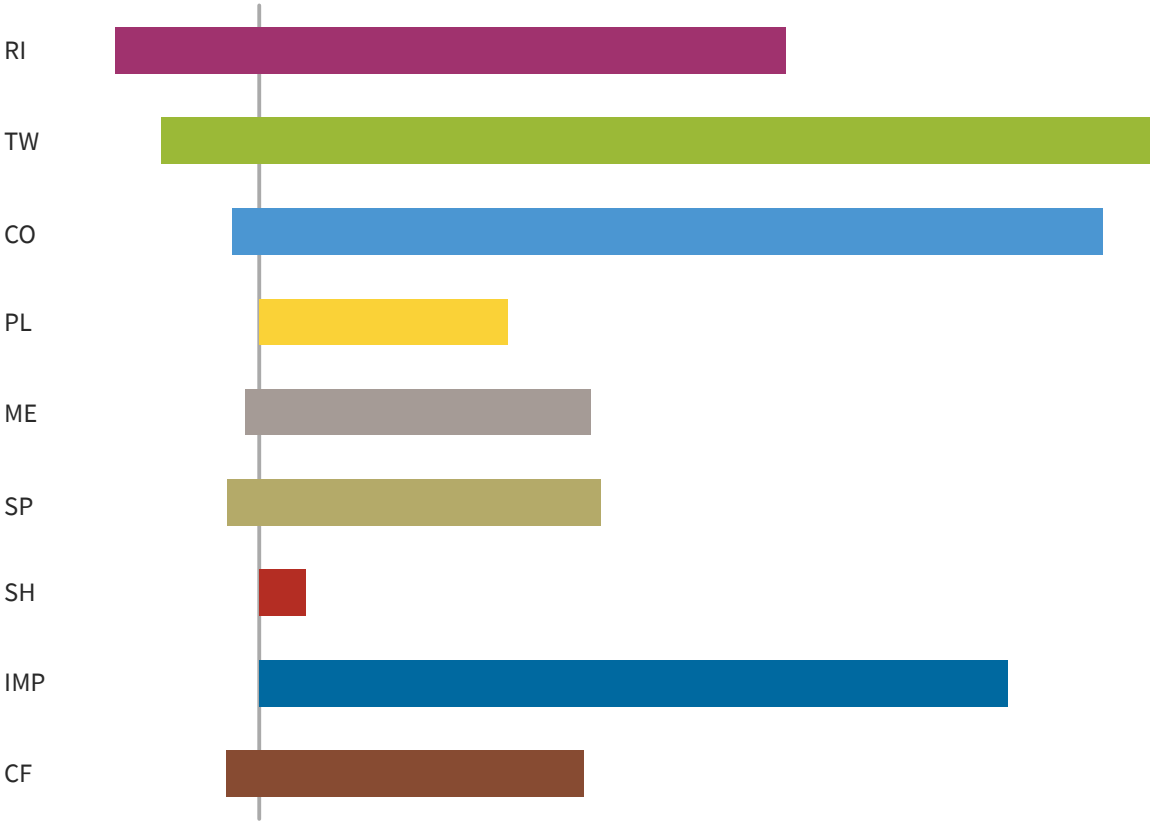
Based on 6 Observer Assessments

Dean, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Teamworker and Co-ordinator.

They identified that you possess the following characteristics: helpful, encouraging of others, caring, confident and relaxed, keen to impart expertise and outgoing.

Associated Weaknesses

Strengths



- This bar chart shows your Observers' responses broken down into the strengths and associated weaknesses for each Team Role.
- An associated weakness is termed 'allowable' if outweighed by the strengths for the relevant Team Role. Please see Glossary of Terms for more detail.

Based on your Self-Perception and 6 Observer Assessments

You see yourself as someone who is usually confident, who has a socially mature manner, and who is able to bring out the best in colleagues.

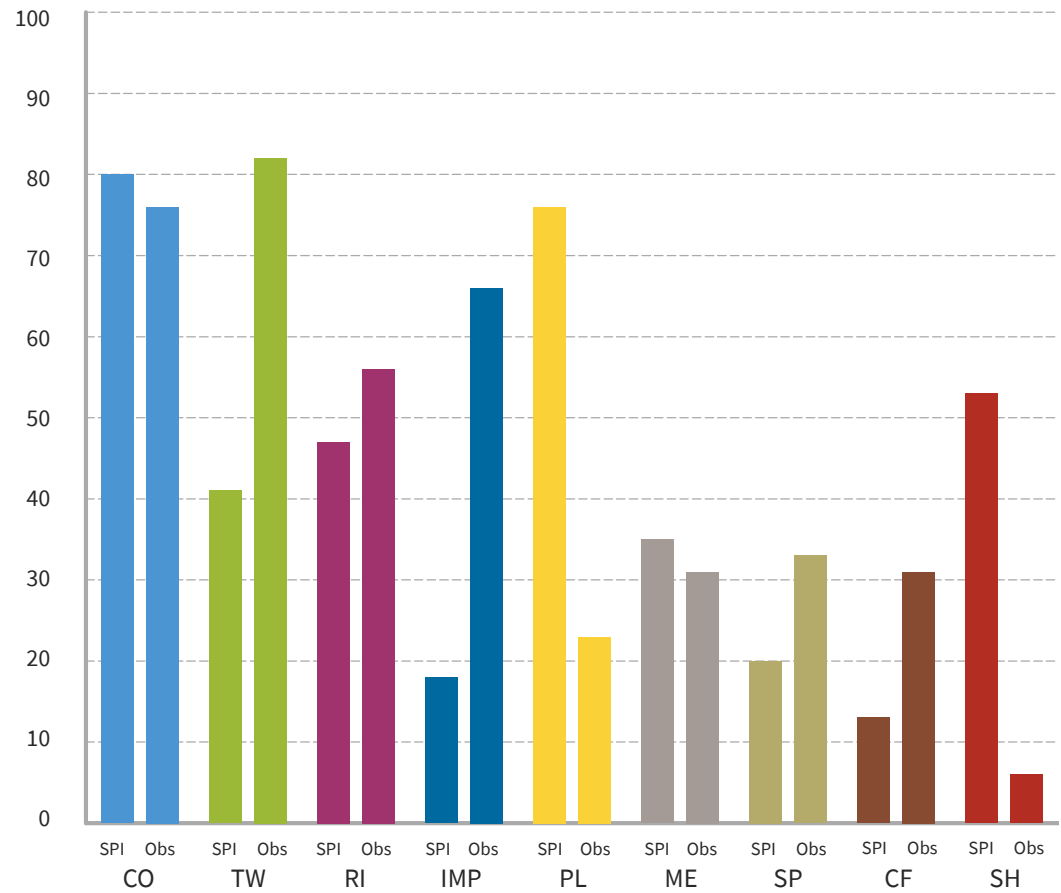
Others agree. However, they also see your ability to adapt, your empathy and your selflessness in doing what is required.

What do your Observers agree on? They see that you assist with what needs to be done, give confidence to those around you and are considerate to others.

	Self-Perception SPI	Observations Obs
CO	80	76
TW	41	82
RI	47	56
IMP	18	66
PL	76	23
ME	35	31
SP	20	33
CF	13	31
SH	53	6

The table on the left and the graph on the right show your percentile scores for each Team Role, comparing your preferences against the combined perceptions of your Observers.

Percentile



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Based on your Self-Perception and 6 Observer Assessments

Combining your view with the views of others, your main contributions are: Co-ordinator and Teamworker

Your ability to work with people is one of your most salient characteristics. In a managerial role, you would be well-placed to create team spirit and high morale by promoting consensus. By adopting a consultative management style, you can produce results by winning the commitment of others.

There is a risk that other, more impatient and direct, colleagues may question your way of working. They may prefer and expect more exercise of authority than you have to offer, so will need to be persuaded of the advantages of winning voluntary co-operation. Conversely, you may have more success in coping with impatient and authoritative managers. Others will appreciate your ability to handle them diplomatically and to deal with some of the difficult situations that they may leave in their wake.

You may also be well-placed to get the best out of talented, but awkward individuals. Look for areas where people problems exist and treat this field as a challenge and one in which you may be able to make a valuable contribution.

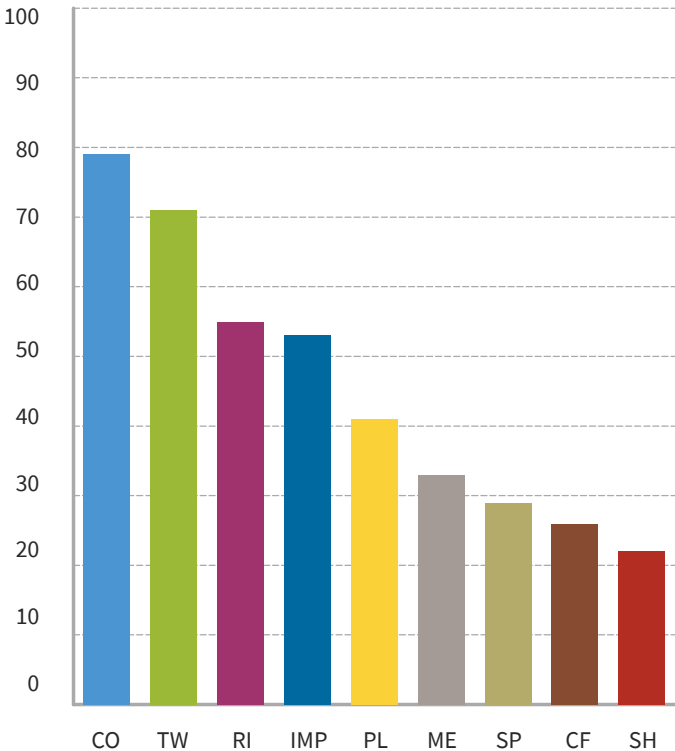
In general, your working style should be that of a facilitator who achieves results by dealing with people, either by meeting their development needs or by pointing them in the direction where they can best contribute to the team.

You appear to have the makings of someone who is prepared to help the team develop its understanding of the world outside the organisation. Find occasions to go out and network and then present your findings to the team with enthusiasm. When you encounter promising original ideas within the team, volunteer

yourself to find out more about how to exploit the opportunities these ideas present.

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 obtains results by driving others forward. If you can work in harmony with someone who has these complementary qualities, your performance is likely to improve.

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Based on your Self-Perception and 6 Observer Assessments

Work Environment

You tend to perform well in a position which values and rewards sensitivity in dealing with others. You're likely to do best in a happy, congenial environment where it's considered important to maintain good relationships, and may want to steer away from high-pressure jobs.

Others see that you would be suited to:

- providing support for clients or colleagues as required.
- giving confidence to others.
- a job where looking after others is highly valued.

Presenting Yourself

- Point out that you are happy to organise others and lead discussion when required.
- Ensure people know that you have an interest in spotting others' talents and motivating people.
- However, don't try and control every situation you are in, as it is not always appropriate.
- 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, whilst your willingness to compromise is hugely appreciated, ensure you don't shy away from difficult topics.

Announce your strengths. You are likely to:

- maintain a broad overview while leaving the details to others.
- draw out contributions from others and make the best use of the talent within a team.
- use your intuition when working with colleagues and help to defuse friction in the team.

Be aware of your weaknesses. You may:

- be afraid to challenge people when the need arises.

Based on your Self-Perception and 6 Observer Assessments

Dean, overall your top Team Roles are Co-ordinator, Teamworker, Resource Investigator and Implementer. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



CO



TW

Supporting

"I like encouraging people and helping them to work together effectively."



CO



RI

Facilitating

"Networking and enabling people to interact more effectively are what I do best."



CO



IMP

Organising

"My main strengths lie in organising myself and others."



TW



RI

Liaising

"My strength lies in building better communications with others."

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	CO	PL	SH	RI	TW	ME	SP	IMP	CF
Observers:									
Alin Pirvan	TW	IMP	CO	SP	PL	RI	ME		
Kristine Laws	CF	ME	IMP	TW	CO	RI	SH		
Robert Rauschen	TW	RI	CO	SP	IMP	SH	PL	CF	ME
Bartosz Matysiak	TW	RI	CO	CF	IMP	SP	ME	SH	
Christian Knittl-Frank	TW	IMP	CO	PL	ME	SP	CF	RI	
Phil Kitson	CO	RI	IMP	CF	SP	PL	TW	ME	
Observers' Overall Views	TW	CO	IMP	RI	SP	CF	ME	PL	SH
Your Overall Team Role Composition	CO	TW	RI	IMP	PL	ME	SP	CF	SH

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.

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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.

helpful	10	persevering	3	imaginative	1	<i>inflexible</i>	0
encouraging of others	8	broad in outlook	3	persuasive	1	<i>absent-minded</i>	0
caring	8	logical	3	impartial	1	<i>procrastinating</i>	0
confident and relaxed	7	dedicated to subject	3	free-thinking	1	<i>unadventurous</i>	0
keen to impart expertise	6	efficient	3	creative	1	<i>resistant to change</i>	0
outgoing	6	<i>over-talkative</i>	2	perceptive	1	<i>indecisive</i>	0
practical	6	<i>impulsive</i>	2	self-reliant	1	<i>reluctant to allocate work</i>	0
conscious of priorities	6	shrewd	2	motivated by learning	1	<i>over-sensitive</i>	0
reliable	6	perfectionist	2	corrects errors	1	<i>confrontational</i>	0
enterprising	5	seizes opportunities	2	realistic	1	<i>pushy</i>	0
diplomatic	5	challenging	2	accurate	1	<i>impatient</i>	0
consultative	5	outspoken	2	<i>unenthusiastic</i>	0	<i>frightened of failure</i>	0
willing to adapt	5	methodical	2	<i>oblivious</i>	0	<i>engrossed in own area</i>	0
disciplined	4	<i>manipulative</i>	1	<i>over-delegating</i>	0	tough	0
analytical	4	<i>fussy</i>	1	<i>inconsistent</i>	0	studious	0
<i>fearful of conflict</i>	3	<i>sceptical</i>	1	<i>restricted in outlook</i>	0	hard-driving	0
inventive	3	<i>territorial</i>	1	<i>eccentric</i>	0	competitive	0
meticulous	3	original	1	<i>uninvolved with specifics</i>	0	inquisitive	0

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain their 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 their 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.

Team Role Strength

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

Team Role Weakness

A Team Role weakness is a weakness which tends to accompany a particular Team Role strength, and is the flipside or 'trade-off' for that strength. If someone's strength outweighs their weakness for a given Team Role, and the weakness does not detract from the contribution, it is called an 'allowable weakness'. Weaknesses become 'non-allowable' if taken to an extreme, or if the associated Team Role strength is not present.

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 scored more highly for this measure.

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 80th percentile for that Team Role according to their Self-Perception. Once Observer Assessments are added, Observer feedback is also taken into account to determine whether or not someone qualifies as a Strong Example.