



Sample Team Report (GetSet)

Belbin Team Report

Number of Candidates: 6

Number of Observers: 30

Colourful Company PLC

Rainbow HR

Over many years, Dr Meredith Belbin closely studied people at work. From his research, he discovered 9 key behaviours: that's 9 different ways of working and contributing to a team or organisation. He called them Team Roles. Each one has plus points (the strengths) and minus points (the allowable weaknesses). It is usual to have both the strength and the allowable weakness for a particular role.

 Resource Investigator Strengths Enthusiastic and communicative. Explores opportunities and enjoys meeting new people. Allowable weaknesses Can be over-optimistic, then lose interest once initial enthusiasm has passed.	 Teamworker Strengths Works well with others, is perceptive and diplomatic. Listens well and avoids friction. Allowable weaknesses Can be indecisive in important situations.	 Co-ordinator Strengths Mature and confident. Aware of priorities. Encourages others. Allowable weaknesses Can ask others to do things that they should do themselves.
 Plant Strengths Creative, imaginative and original. Solves difficult problems. Allowable weaknesses Can ignore other considerations and be too busy with new ideas to communicate effectively.	 Monitor Evaluator Strengths Weighs and balances all options without emotion. Judges accurately. Allowable weaknesses Can lack drive and ability to inspire others.	 Specialist Strengths Dedicated to a particular subject. Provides knowledge and skills that others do not possess. Allowable weaknesses Contributes only on a narrow front. Dwells on technicalities.
 Shaper Strengths Competitive, enjoys working under pressure. Motivated to overcome difficulties. Allowable weaknesses Can be impatient and offend other people.	 Implementer Strengths Efficient and likes structured working. Turns ideas into practical actions. Allowable weaknesses Doesn't like change and can be inflexible.	 Completer Finisher Strengths Searches out and corrects mistakes. Ensures work is done to a high standard and points out omissions. Allowable weaknesses Inclined to worry and become anxious. Doesn't like to share work with others.

Based on Self-Perception and Observer Assessments

This gives you an overview of the Team Roles for each person in the team, from highest to lowest, according to the Self-Perception, combined Observer responses and the overall profile.

If you see a role is missing, this means there is a zero score for this role.

Ali Blue	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	CF	IMP	CO	TW	ME	SH	SP	RI	PL
Observations (6)	IMP	SH	PL	RI	TW	CF	ME	CO	SP
Overall	IMP	CF	SH	CO	TW	ME	RI	PL	SP

Jill Purple	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	CF	TW	CO	IMP	SP	PL	SH	ME	RI
Observations (4)	CF	IMP	SH	ME	CO	SP	TW	RI	
Overall	CF	IMP	CO	TW	SH	ME	SP	PL	RI

Jo Pink	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	SH	CO	RI	PL	IMP	TW	CF	SP	
Observations (6)	SH	CO	RI	ME	PL	TW	IMP	CF	SP
Overall	SH	CO	RI	PL	ME	TW	IMP	CF	SP

John Yellow	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	RI	SH	IMP	TW	CO	ME			
Observations (6)	SH	RI	SP	ME	TW	CO	PL	IMP	CF
Overall	SH	RI	SP	IMP	TW	ME	CO	PL	CF

Based on Self-Perception and Observer Assessments

This gives you an overview of the Team Roles for each person in the team, from highest to lowest, according to the Self-Perception, combined Observer responses and the overall profile.

If you see a role is missing, this means there is a zero score for this role.

Stuart Brown	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	ME	CF	PL	TW	SP	IMP	RI	SH	
Observations (4)	ME	SH	SP	CF	PL	CO	TW	IMP	RI
Overall	ME	CF	PL	SH	TW	SP	IMP	CO	RI

Victoria Yellow	1	2	3	4	5	6	7	8	9
SPI completed on 01/03/2022									
Self-Perception	SP	CF	IMP	PL	SH	ME	CO		
Observations (4)	SP	PL	CF	RI	SH	TW	ME	IMP	CO
Overall	SP	CF	PL	SH	IMP	RI	ME	TW	CO

Based on Self-Perception and Observer Assessments

For a team to be effective, the right people need to be brought in at the right time. This page offers suggestions as to who has the potential to take on different kinds of work within the team, according to their Team Roles. Some roles are shared, but everyone has a part to play.



When the team needs to exploit new opportunities, turn to: **Jo Pink** and **John Yellow**.



There is no-one in the team showing the strengths of this Team Role in abundance.



When someone is needed to orchestrate team effort and call on: **Jo Pink**.



There is no-one in the team showing the strengths of this Team Role in abundance.



When the team needs someone to choose between competing options and seek advice from: **Stuart Brown**.



When the team needs someone to research a subject in depth and gain the expertise the team requires and ask: **Victoria Yellow**.



When there is a need to increase the pace and arrive at decisions, you can count on: **Jo Pink** and **John Yellow**.



When decisions need to be turned into workable procedures, turn to: **Jill Purple** and **Ali Blue**.

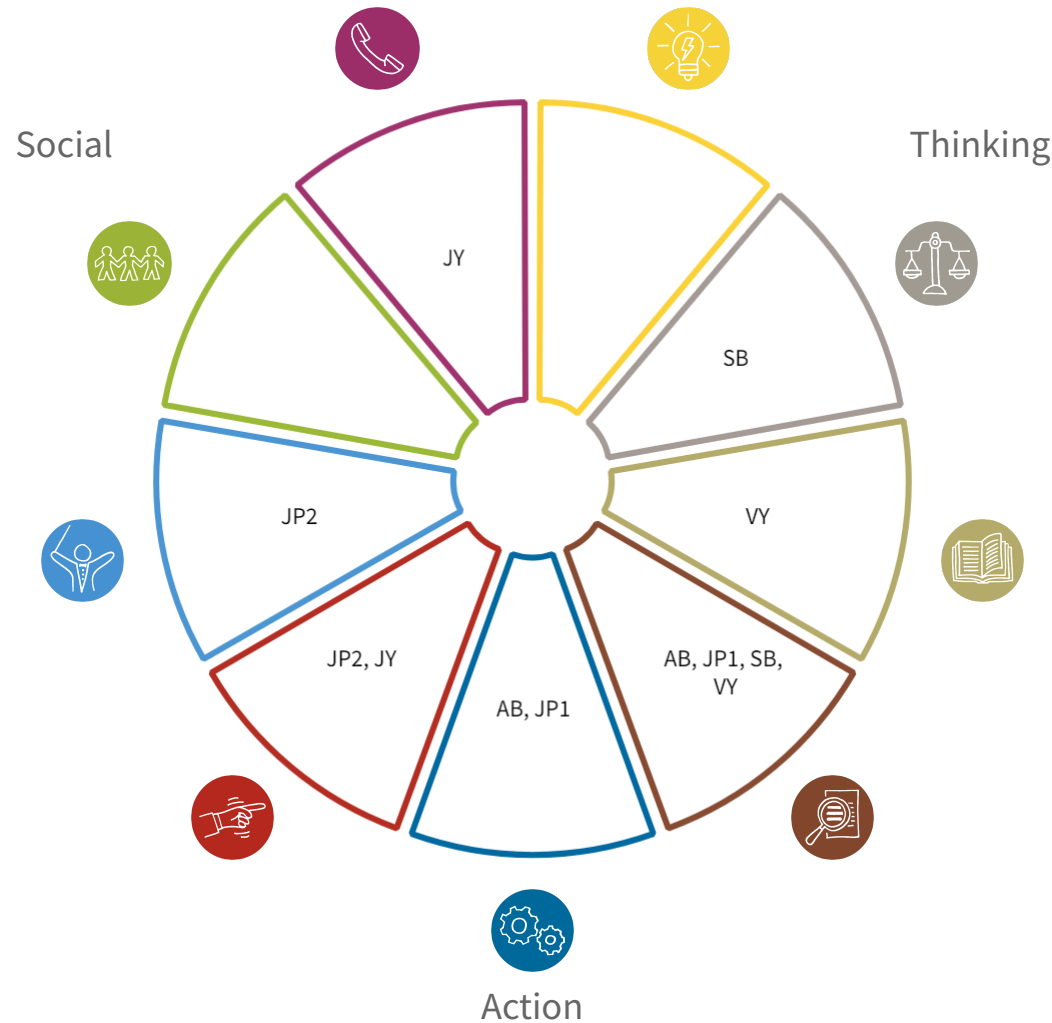


When it is imperative that plans are completed to the highest standards, a key part can be played by: **Jill Purple** and **Victoria Yellow**.

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

Based on Self-Perception and Observer Assessments

This page gives an 'at-a-glance' view of the balance and spread of Team Roles within the team. Each team member's **Top Two** roles are shown in the relevant segments of the circle. This helps you to explore which contributions might be missing in the team and where clashes may occur.



Key:

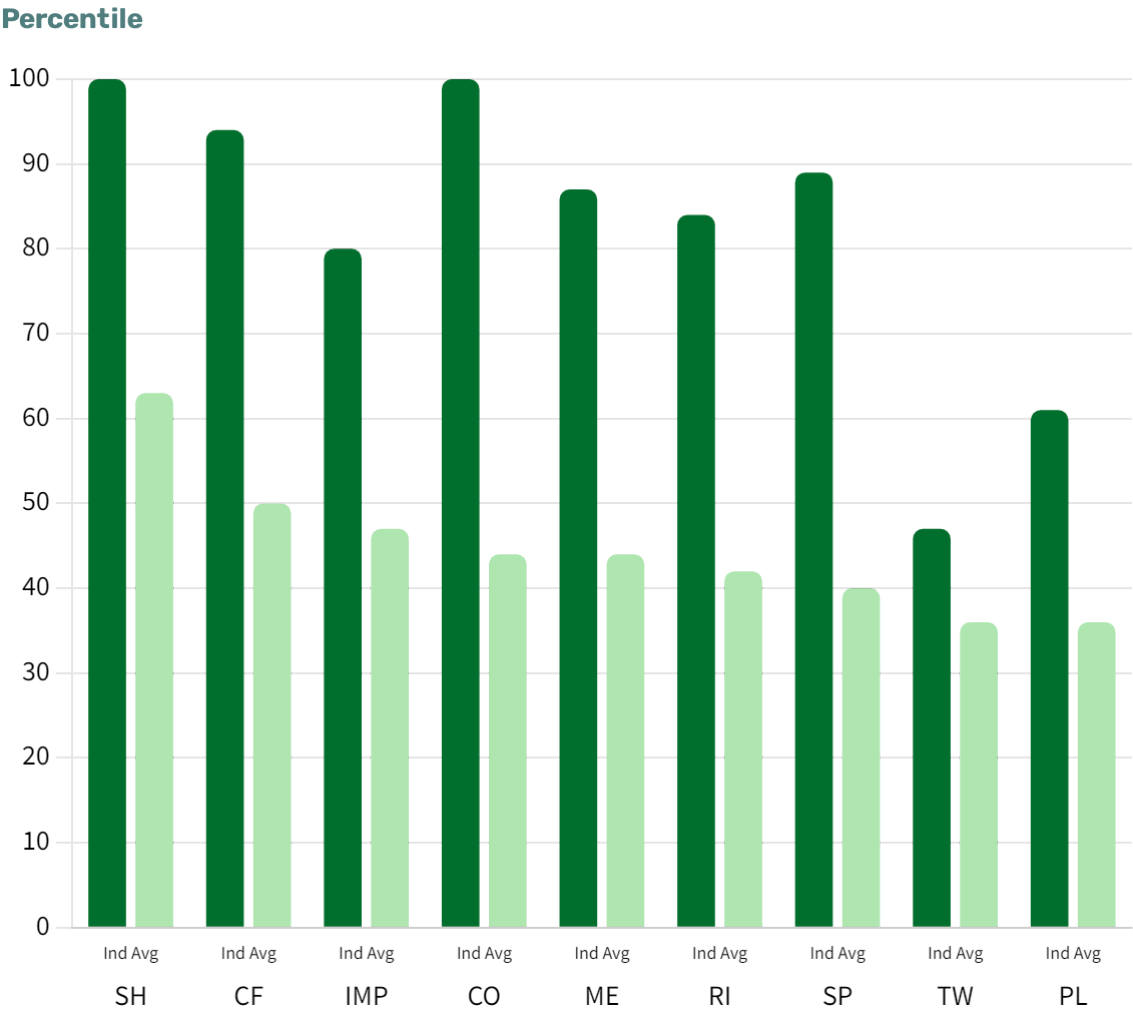
AB - Ali Blue
JP1 - Jill Purple
JP2 - Jo Pink
JY - John Yellow
SB - Stuart Brown
VY - Victoria Yellow

Based on 6 Self-Perceptions and 30 Observer Assessments

This graph shows the score for the strongest individual in the team for a Team Role, alongside the team's average score for that role. The greater the distance between the two bars, the more dependent the team is on the named person (or people) to fulfil the role in question.

Individuals with the highest percentile score for the named Team Role:

- SH - Jo Pink
- CF - Jill Purple
- IMP - Jill Purple
- CO - Jo Pink
- ME - Stuart Brown
- RI - Jo Pink, John Yellow
- SP - Victoria Yellow
- TW - Jill Purple
- PL - Victoria Yellow



Based on 6 Self-Perceptions and 30 Observer Assessments

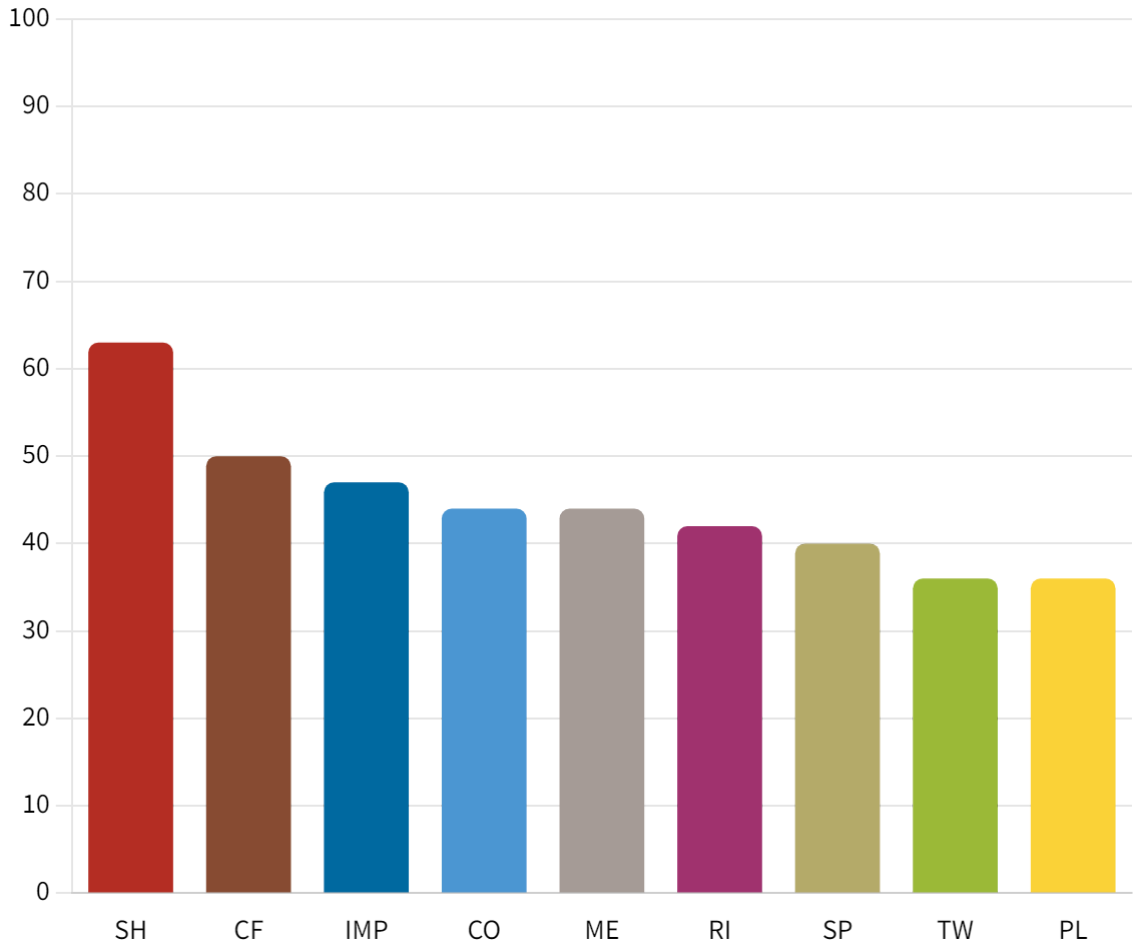
This shows the team's average score for each Team Role, along with a summary of the team's characteristics. There are positive and negative implications for any Team Role 'culture' and these are explored too.

This team is outstanding in terms of drive and readiness to deliver the goods. It will operate best where the goals are clear and speed and a sense of urgency are at a premium. The danger is that the members of this team might upset one another or that they will drop out as a way of avoiding conflict and confrontation. This risk will be minimal where the pace is high and everyone is kept working.

This is a team that contains people high in drive and the ability to overcome obstacles. If its members can work together, it can achieve a great deal. The risk is that this energy can result in internal conflict which is not easily resolved.

At its worst, this team may lack people to come up with entirely new ideas and strategies. Whether this matters or not will depend on the primary goals and objectives.

Percentile



RI

TW

CO

PL

ME

SP

SH

IMP

CF

Resource Investigator

Teamworker

Co-ordinator

Plant

Monitor Evaluator

Specialist

Shaper

Implementer

Completer Finisher

Based on 30 Observer Assessments

This list comprises the words and phrases Observers ticked when completing team members' Observer Assessments, in descending order, with words for associated weaknesses shown in *italics*.

outspoken	24	perfectionist	14	absorbed in own area	7	impulsive	3
reliable	23	helpful	14	original	7	indecisive	3
aware of what needs to be done	23	broad in outlook	13	disciplined	7	fearful of conflict	3
has good judgement	21	creative	13	advises others	7	willing to adapt	3
confident and relaxed	19	accurate	13	methodical	6	manipulative	2
caring	19	free-thinking	12	resistant to change	5	unobservant	2
practical	18	analytical	12	hesitant	5	uninvolved with detail	2
realistic	17	forceful	11	enterprising	5	inconsistent	2
encouraging of others	17	self-reliant	11	frightened of failure	5	over-sensitive	2
challenging	16	corrects mistakes	11	unbiased	5	absent-minded	2
perceptive	16	keen to share knowledge	10	imaginative	5	over-talkative	2
inquisitive	16	seizes opportunities	9	unadventurous	4	impatient	2
outgoing	16	persevering	9	pushy	4	restricted in outlook	1
tough	15	dedicated to study	9	reluctant to let go	4	inflexible	1
loves learning	15	gets others to do the work	8	meticulous	4	possessive of work	1
competitive	15	persuasive	8	inventive	4	fussy	1
logical	15	diplomatic	8	unenthusiastic	3	doubtful	1
efficient	15	studious	8	unconventional	3	confrontational	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.