










SELF-PERCEPTION TEAM ROLE PROFILE

Name Stephen Harris
 Organisation
 Department

BELBIN	Least Preferred Roles			Manageable Roles				Preferred Roles				Roles and Descriptions		
	0	10	20	30	40	50	60	70	80	90	100	Team-Role Contribution		Allowable Weaknesses
PL	X		Plant Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
RI	X		Resource Investigator Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts.	Over-optimistic. Can lose interest once initial enthusiasm has passed.
CO	.	X		Co-ordinator Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
SH	X		Shaper Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
ME	X	.		Monitor Evaluator Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.
TW	.	.	X		Teamworker Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
IMP	X		Implementer Disciplined, reliable, conservative in habits. A capacity for taking practical steps and actions.	Somewhat inflexible. Slow to respond to new possibilities.
CF	X		Completer Finisher Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
SP	X	.	.		Specialist Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes on only a limited front. Dwells on specialised personal interests.

COUNSELLING REPORT

Name Stephen Harris
Organisation
Department

Please note that this report is based on Self-Perception details only

Your profile suggests a picture of the true professional with considerable analytical and problem-solving skills. Your level of knowledge and the extent of your personal expertise carries both an advantage and a disadvantage. On the one hand, few will possess sufficient technical competence and understanding to be able to challenge and stand up to you; so in effect you will be given a clear run. On the other hand, there is a certain danger in that you will become too isolated from your colleagues. For example, others could hesitate to become involved with you on your own terms. Equally, you may become reluctant to venture into subjects which lie outside your field of acknowledged professionalism and this might have a restrictive influence on your development. Perhaps the ideal answer would be for you to increase gradually the range of matters you are prepared to tackle while still keeping to the core area in which your competence is established.

It is important that you project yourself as someone to whom others may turn for information and advice. Explain that: "In this job you never cease learning". Try to ensure that the range of special knowledge you are able to build up is relevant to the needs of others. Make sure you are not tempted into "blinding people with science." On the whole you are likely to do better establishing intimate working relationships with one or two colleagues than as a member of a larger group or of a committee.

In general, your operating style should be one of offering sound advice based on sure knowledge. You will do well if you work closely with a colleague with a venturesome outlook - one who can take advantage of opportunities but needs support in finding a sound line.

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.



CHARACTER PROFILE

Name Stephen Harris
Organisation
Department

Please note that this report is based on Self-Perception details only

Strengths

Works best in a solo role. May not find it easy to work closely with others. Suited to work where he can use his acquired knowledge. Keen to follow a professional career path. Someone who thinks before acting. A discriminating mind valuable at the planning stages of an operation. Dry and objective. Able to see all the options. Would do well in a job requiring careful judgement.

Possible Weaknesses

Liable to have difficulty in responding appropriately in social situations and in handling interpersonal issues. Perhaps has little desire to help people achieve their work goals. A tendency to contribute within a limited field.

Check at Interview

Carefully prepared questions are advised in the case of this interviewee who is likely to be looking for mental challenges. So start with queries about matters arising on the CV and why certain decisions were made. Later explore the "people" dimensions of experience at work and examine to what extent evidence of Stephen Harris's sharp intellect is an asset or could become a liability in liaison work or in a project team.

Placement

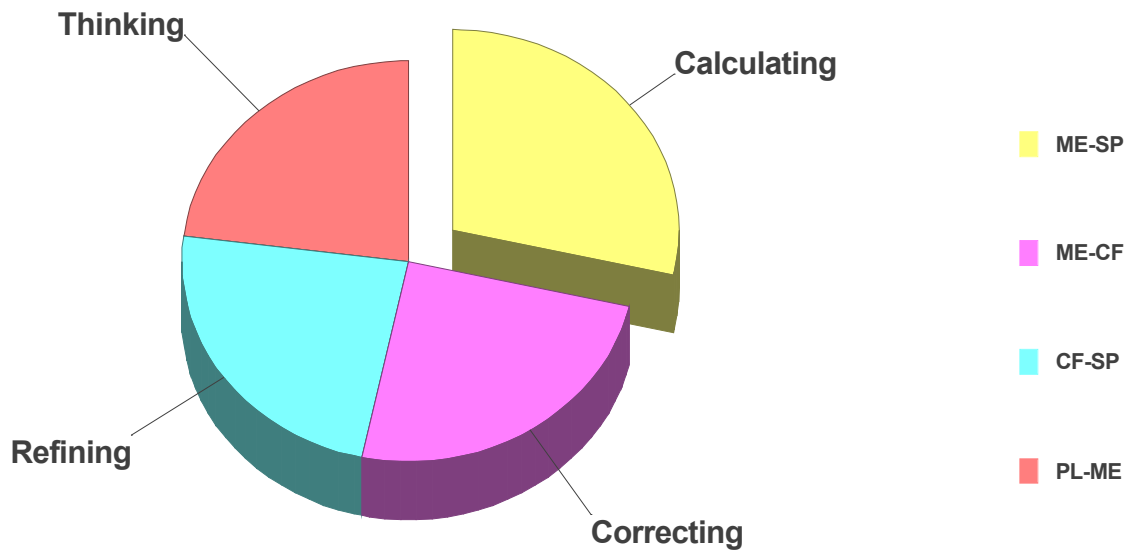
This candidate is perhaps best judged in terms of previous track record. It is likely that knowledge and experience will have been used to advantage and Stephen Harris will have what has been learned very much on his mind. The relevance of this background to the job in question will need to be carefully considered. If it is likely that there will be some variation in the demands of the intended job, Stephen Harris will need to be convinced before you can feel confident yourself in making the job offer.

BELBIN**PERSONAL WORK STYLE**

Name Stephen Harris
 Organisation
 Department

Please note that this report is based on Self-Perception details only

The pie chart suggests four styles of working which would suit you. These are derived from a combination of your top team roles.



Here are some phrases to help you project your preferred work style:

- "I believe my best asset lies in having a logical and scientific mind."
- "I believe I have a strength in stopping silly mistakes."
- "I am dedicated to high standards."
- "I am interested in working out new strategies."

Explanation

Individual Reports

Assessment Results in Rank Order *(only generated with 1 or more Observers)*

This report shows your overall team role ranking and each person's assessment. The top line shows the team role rank order from the Self-Perception Inventory with 1 being the top role and 9 the bottom. The lines underneath are each Observer's ranked order. If, for instance, three out of four Observers see "PL" in the number 1 position, then you are seen by those people as making a very strong "Plant" contribution. The overall ranking on the bottom line is the weighted addition of the Self-Perception rank order and the total of the Observers' rank order. So the number 1 role in the Overall Ranking will be seen as your main team-role contribution.

Pie Charts of SPI versus Observers *(Only generated with 4 or more Observers)*

The left Pie Chart shows the roles which you like to play. The right Pie Chart shows the roles which others see you playing. There are bound to be differences, but take note of the top roles of both Self and Observers and see how they compare or contrast. The figures below the charts represent the percentage slice of the pie for each role.

Self-Perception Team Role Profile

The Self-Perception Team Role Profile is based on your scoring of the Self-Perception Inventory. It shows on the right your "preferred roles", in the middle your "manageable roles", and to the left your "least preferred roles". It is measured to the exact percentage against the BELBIN® NORM database of over 5,600 SPIs from people in UK companies. So for example, if you come out as 100% "Shaper", it means that you very much aspire to play the "Shaper" role and that less than 1% of the people tested scored such a high mark for that role.

Bar Graph of Observer Words *(Only generated with 4 or more Observers)*

The Bar Graph shows how other people see your team role contributions and is based on the total number of Observer words ticked. To the left of the line is the negative part of the role. This is what is called an allowable weakness, if you also have associated strengths.

Counselling Report

This is probably the most frequently used report and certainly the most popular in terms of feedback. It is generated from the top two team roles and bottom team role in the overall ranking. The report offers advice on adopting a management style which fits in with your team role strengths and weaknesses.

Character Profile

This report highlights your strengths and possible weaknesses and offers advice on job placement. Sentences are generated if certain team roles lie above or below specified percentages. It may not altogether be complimentary if certain team roles fall below a percentage. A rather bland profile will produce a short report, whilst an exaggerated profile will produce a much longer one. If used for recruitment, suggestions are made on questions to ask you, bearing in mind your team role profile.

List of Observer Responses *(Only generated with 4 or more Observers)*

This is a list of the words used by Observers in descending order of frequency. The words at the top of this list are seen as some of your main strengths and behavioural characteristics most appreciated by others. It is normal to have zero marks for some words. Try to work with people who will cover what you lack.

Personal Work Style

The pie chart shows four styles of working that would suit your team role strengths. These are based on combinations of your top roles displayed to the right of the chart. Use the suggested phrases to project your team role strengths to others.