



Dave Abraham

Belbin Individual Team Role Report

SPI completion date: 23rd September 2024

Observer completion date: 1st October 2024

Number of Observers: 6

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.



Teamworker

Strengths:

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

Associated/Allowable Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



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.



Plant

Strengths:

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

Associated/Allowable Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



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.



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.



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.



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.



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

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

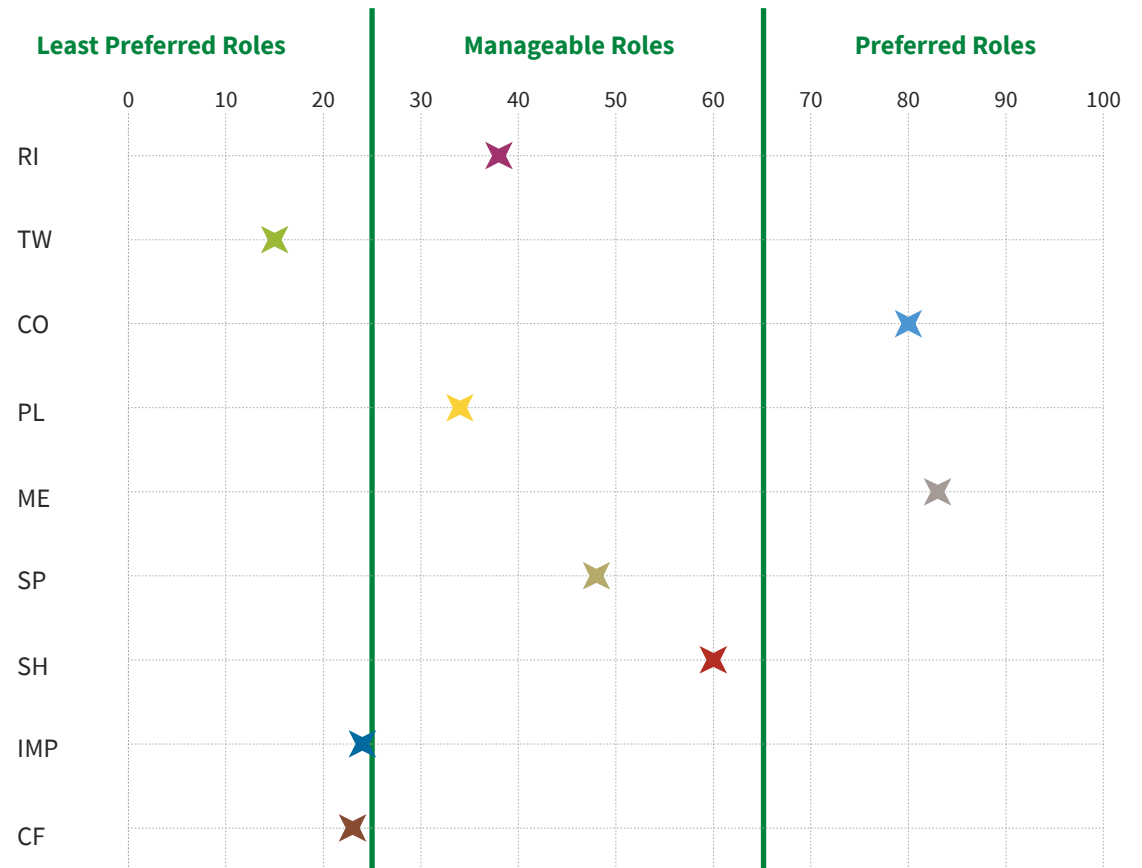
CF

Completer Finisher

Based on your Self-Perception only

Dave, from your own perspective, Monitor Evaluator and Co-ordinator are your top contributions.

You like delegating work and thinking strategically. You are at home prioritising and making informed decisions.



- 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.

RI Resource Investigator	TW Teamworker	CO Co-ordinator	PL Plant	ME Monitor Evaluator	SP Specialist	SH Shaper	IMP Implementer	CF Completer Finisher
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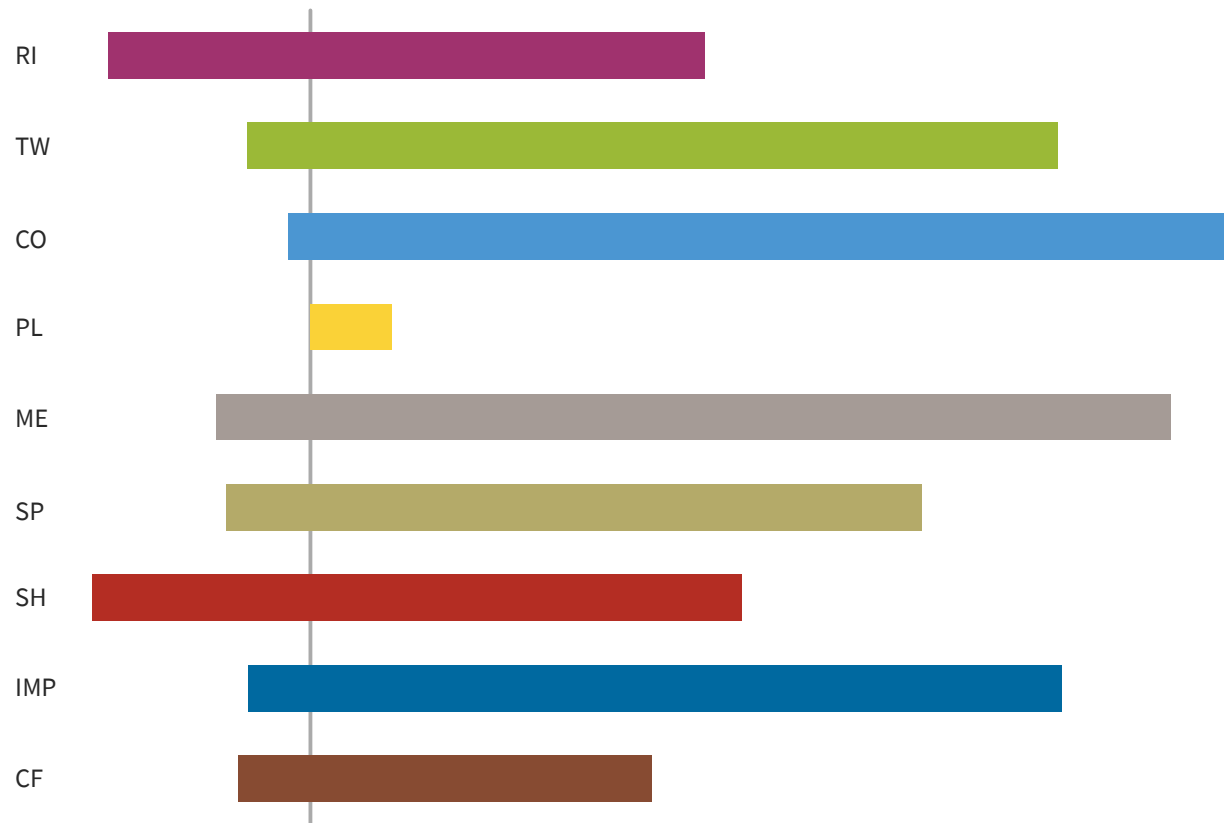
Based on 6 Observer Assessments

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

They identified that you possess the following characteristics: analytical, consultative, encouraging of others, conscious of priorities, challenging and logical.

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 works out the best course of action without becoming emotionally involved.

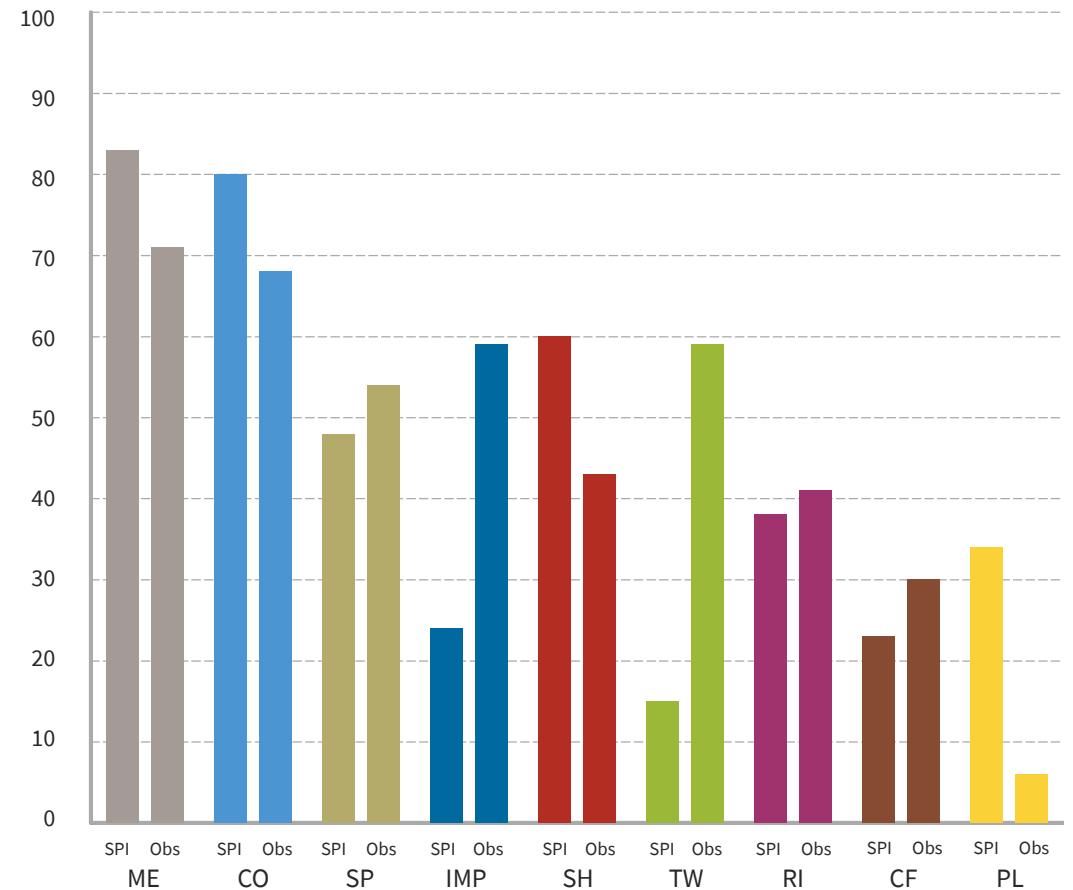
Others agree. They value your ability to look at things with an impartial, critical eye, and your good judgement.

What do your Observers agree on? They see that you are good at taking a strategic overview, help give others direction and give confidence to those around you.

	Self-Perception SPI	Observations Obs
ME	83	71
CO	80	68
SP	48	54
IMP	24	59
SH	60	43
TW	15	59
RI	38	41
CF	23	30
PL	34	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



RI
Resource Investigator

TW
Teamworker

CO
Co-ordinator

PL
Plant

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Monitor Evaluator

SP
Specialist

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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: Monitor Evaluator and Co-ordinator

You seem to take a broad approach to both prioritising and decision-making. You are able to consider all options and to draw on the opinions and expertise of others, when appropriate. If you are to make your mark, you should aim to ensure that everyone who can contribute is consulted and that the final decision, which is your responsibility, is the right one.

Your chosen method of operating equips you for working with talented people and high-level teams. On the other hand, your style may appear too slow to more action-orientated colleagues, or for projects where speed of response is necessary. For this reason, you should look for work where a small number of big decisions have to be made rather than a large number of little ones. Encourage others to consult you and to value the wisdom you have to offer.

You would work best with a manager who has the drive and energy to spur you into action, but the patience to listen to your advice. Your colleagues need to have good practical sense. You possess the attributes that should enable you to manage a very wide range of people.

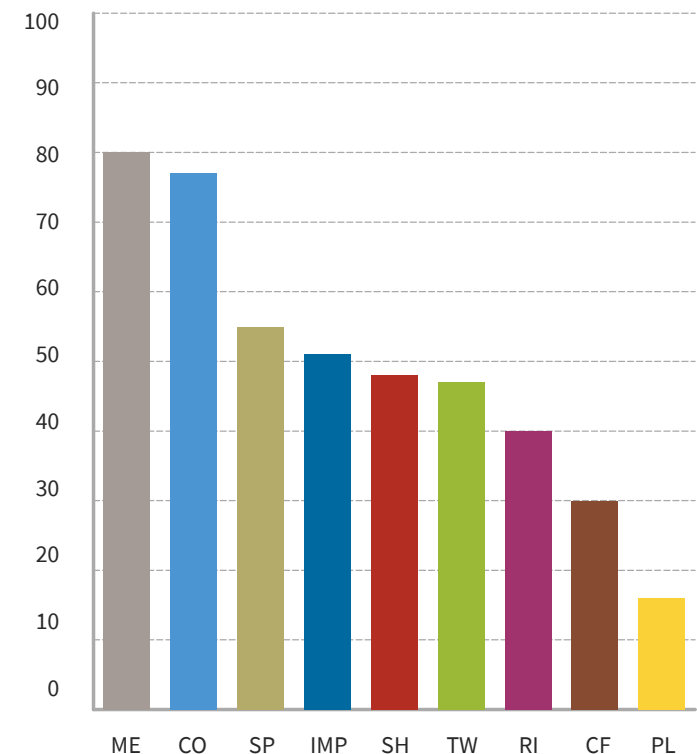
Your overall approach should be one that focuses on strategic leadership. Ensure that all who come within your own orbit of responsibility are moving in the right direction.

You show inclinations for learning and gaining in-depth knowledge. When you identify an area of expertise which is lacking in the team, volunteer yourself to take the training course or read the book. If you can harness your studious nature in a way which is useful and informative for the rest of the team, others

will begin to rely on you to consolidate their own understanding.

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 a person who is naturally able to originate ideas. If you can work with someone who has these complementary qualities, your own performance is likely to improve.

Percentile



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Based on your Self-Perception and 6 Observer Assessments

Work Environment

You're well-suited to a role that entails taking a broad view and giving consideration to a range of possible options. You're likely to perform best in an area where good strategic decision-making is valued and where there is adequate time to examine all the possibilities and offer guidance to take the team forward.

Others see that you would be suited to:

- work requiring thoughtful interpretation and problem-solving.
- engaging with others in decision-making.
- giving confidence to others.

Presenting Yourself

- Talk about past experiences when you have had success addressing a difficult problem, weighing up the facts and arriving at the right decision.
- Let others know that your impartial view point and lack of emotion helps you to see things dispassionately.
- However, point out that any criticism you give is based upon logic and not simply a desire to be negative.
- 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.

Announce your strengths. You are likely to:

- be able to see all options objectively and to do well in a job requiring careful judgement.
- 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.

Be aware of your weaknesses. You may:

- not listen as much as is needed, on occasions.

Based on your Self-Perception and 6 Observer Assessments

Dave, overall your top Team Roles are Monitor Evaluator, Co-ordinator, Specialist and Implementer. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



ME



CO

Forming Strategies

"I am able to offer discerning advice and direction when devising strategies or making decisions as a group."



ME



SP

Calculating

"I enjoy analysing when and how expertise can be beneficially adopted."



ME



IMP

Planning

"I like to be responsible for preparation and planning."



CO



SP

Project Managing

"Offering my expertise and knowledge to progress group work gives me satisfaction."

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	ME	CO	SH	SP	RI	PL	IMP	CF	TW
Observers:									
Joaquim Guerreiro Ho	SH	IMP	ME	CO	RI	TW	PL		
Kristiyan Krushkov	TW	CO	ME	IMP	SP	CF	RI	SH	
James Barton-Williams	CF	CO	ME	TW	SP	IMP	PL		
Rod Ingersent	SP	IMP	RI	TW	CO	ME	SH		
Leif Moore	RI	SH	ME	SP	CF	IMP	CO	TW	
Levi Godolphin	CO	ME	IMP	SP	TW	SH	RI		
Observers' Overall Views	ME	CO	IMP	TW	SP	SH	RI	CF	PL
Your Overall Team Role Composition	ME	CO	SP	IMP	SH	TW	RI	CF	PL

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.

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

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