

Introducing the latest generation of Belbin reports



Providing a common language and a user-friendly approach to improving the performance of individuals teams and organisations by:

- Enhancing self-awareness and personal effectiveness
- Fostering mutual understanding and building productive working relationships
- Building high performing teams
- Matching people to the right jobs

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Introducing the new generation of Belbin reports

During the 1970's Dr Meredith Belbin researched the subject of "Team Roles" - clusters of behaviour that relate to an individual's natural tendencies to behave and interrelate with others in the workplace.

Dr Belbin's original self-scoring Self Perception Inventory (SPI) has been used extensively throughout the world to help bring about improvements in individual and team performance. Now the 8th generation of the Belbin Interplace computer provides a more comprehensive range of diagnostic and advisory reports offering reliable advice on the complex issue of maximising the performance of individuals, teams and organisations.

Using these latest online assessments with the Interplace computer system makes it very affordable and practical to access valuable advice and diagnostic information on complex human resource issues. These include:

- Enhancing self-awareness and improving personal effectiveness
- Fostering mutual trust and understanding and building productive working relationships between work colleagues
- Selecting and building high performing teams
- Enhancing selection, development and career planning procedures

How much does it cost to use the latest assessments?

The simple answer is very little for something that has proved to be of such value. Prices start at only £30 for a comprehensive individual report and be as little as £23 for high quantities using the latest Interplace 8.0 system.

Please contact us for more details of all of the options for providing Individual, Working Relationship, Team and Job reports. We will be pleased to guide you on finding the best option for you.

On the following pages you will find examples of the full range of reports.

Example Individual Report

Enhancing self-awareness
and personal effectiveness



John Yellow

Belbin Individual Team Role Report

SPI completion date: 26th January 2022

Observer completion date: 26th January 2022

Number of Observers: 6

Colourful Company PLC

Rainbow HR

Belbin has identified nine different clusters of behaviour - contributions that people can make at work. These are called the Belbin Team Roles. Each role has strengths (the contribution made by playing that role) and associated weaknesses (the potential downsides to playing the role). 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 Weaknesses:

Over-optimistic. Loses interest once initial enthusiasm has passed.



Teamworker

Strengths:

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

Associated Weaknesses:

Indecisive in crunch situations. Avoids confrontation.



Co-ordinator

Strengths:

Mature, confident, identifies talent. Clarifies goals. Delegates effectively.

Associated 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 Weaknesses:

Ignores incidentals. Too pre-occupied to communicate effectively.



Monitor Evaluator

Strengths:

Sober, strategic and discerning. Sees all options and judges accurately.

Associated 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 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 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 Weaknesses:

Somewhat inflexible. Slow to respond to new possibilities.



Completer Finisher

Strengths:

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

Associated 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

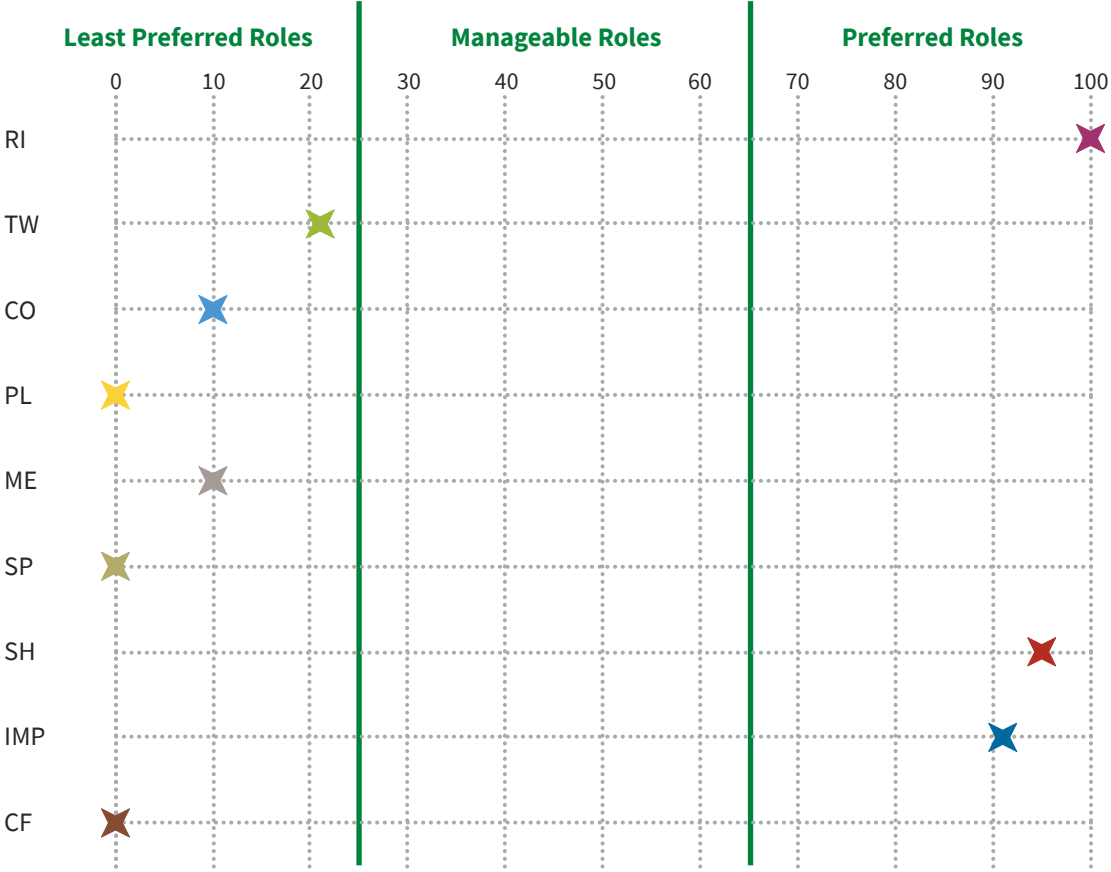
CF

Completer Finisher

Based on your Self-Perception only

John, from your own perspective, Resource Investigator and Shaper are your top contributions.

You feel you have a real energy to give to whatever work you undertake. You are keen to operate in fast-paced situations where you have to think quickly.



- 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

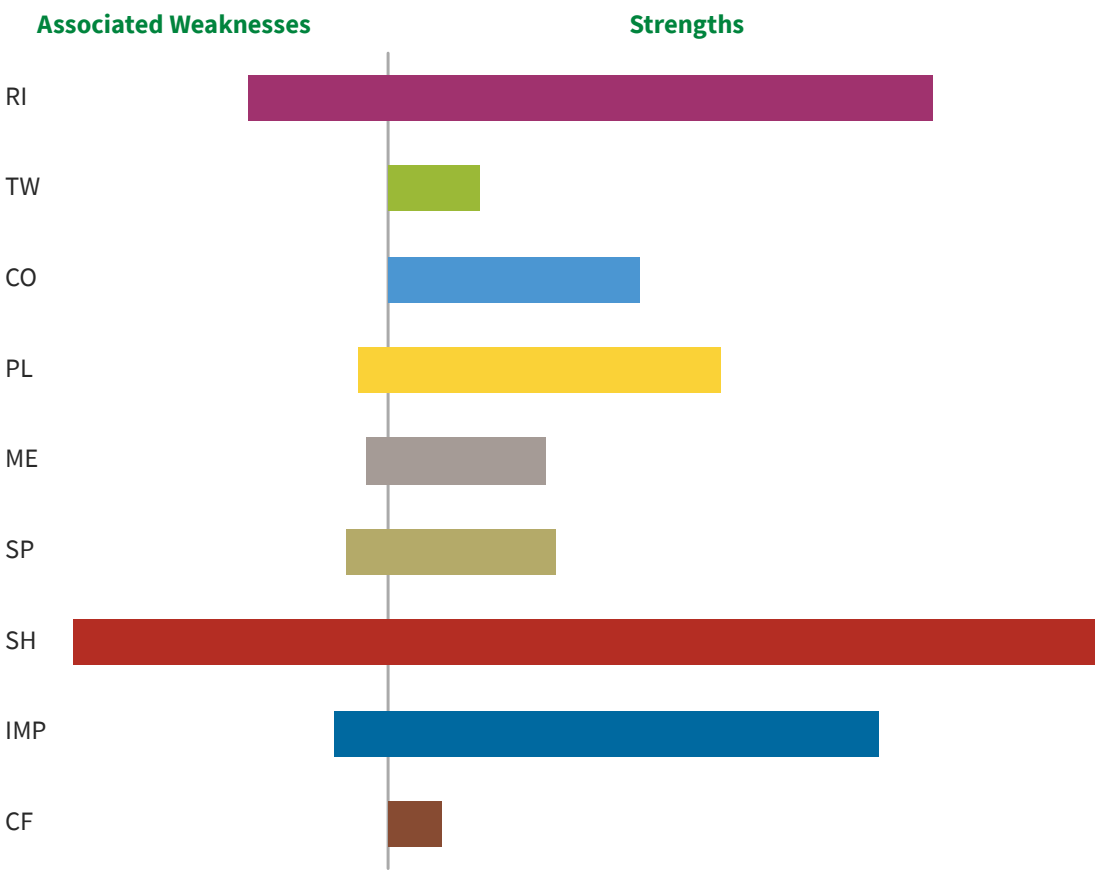
IMP
Implementer

CF
Completer Finisher

Based on 6 Observer Assessments

John, you asked 6 people (your 'Observers') for feedback. They see your top two Team Roles as Shaper and Resource Investigator.

They identified that you possess the following characteristics: outspoken, competitive, confrontational, outgoing and methodical.



- 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 enthusiastic and optimistic, and who can develop contacts outside the immediate group.

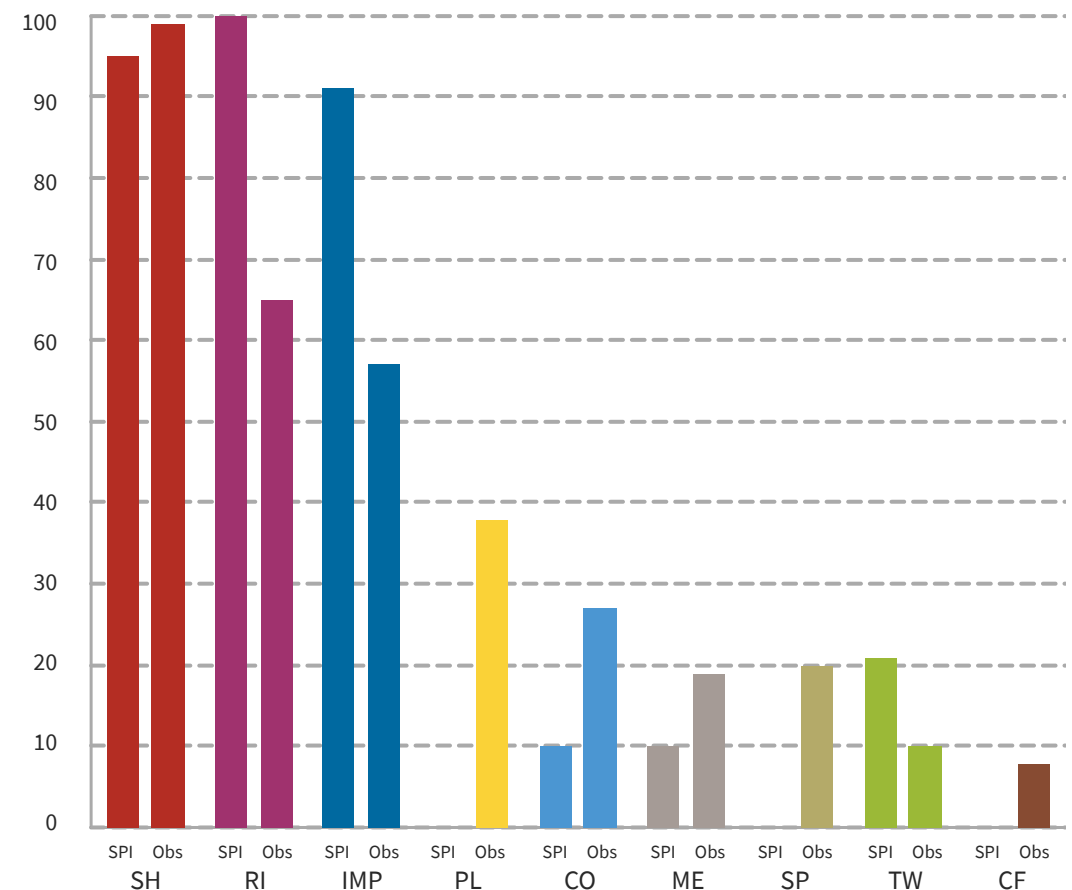
Your Observers see some different strengths than you do. They see your desire to win, competitive nature and ability to challenge when needed.

What do your Observers all agree on? They see that you are not afraid to say what you think, have a strong desire to succeed and win and flourish when meeting new people.

	Self-Perception (SPI)	Observations (Obs)
SH	95	99
RI	100	65
IMP	91	57
PL	0	38
CO	10	27
ME	10	19
SP	0	20
TW	21	10
CF	0	8

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



Based on your Self-Perception and 6 Observer Assessments

Combining your view with the views of others, your main contributions are: Shaper, Resource Investigator and Implementer

You appear to be an energetic, driven individual, with an affinity for knowing how to react in fast-moving situations. With considerable outward-looking drive, you are well-placed to cope with pressure. You should be at your best when working in a busy environment, where you can make your mark by interacting with, and challenging, others. When you do so, express yourself firmly, but in good humour, to ensure that you get others on board. As long as your tone is driving but not scolding, your message will not be misunderstood.

Your approach to success is likely to be bold and striking, so to take others along with you. Your high work rate means that you need to face a wide range of challenges, so it is important that you should avoid environments which threaten to slow you down or restrict your energy or scope. Your potential to be headstrong has one downside – you might get into difficulties with your seniors or with colleagues. However, this very much depends on the character of those with whom you work. Ideally, you need a manager who is not too restrictive and colleagues who are sociable, patient and well-organised.

As a manager, seek out conscientious individuals who do not want to share the limelight. You will work best with someone who is diligent in tying up loose ends and ensuring that important details are not overlooked.

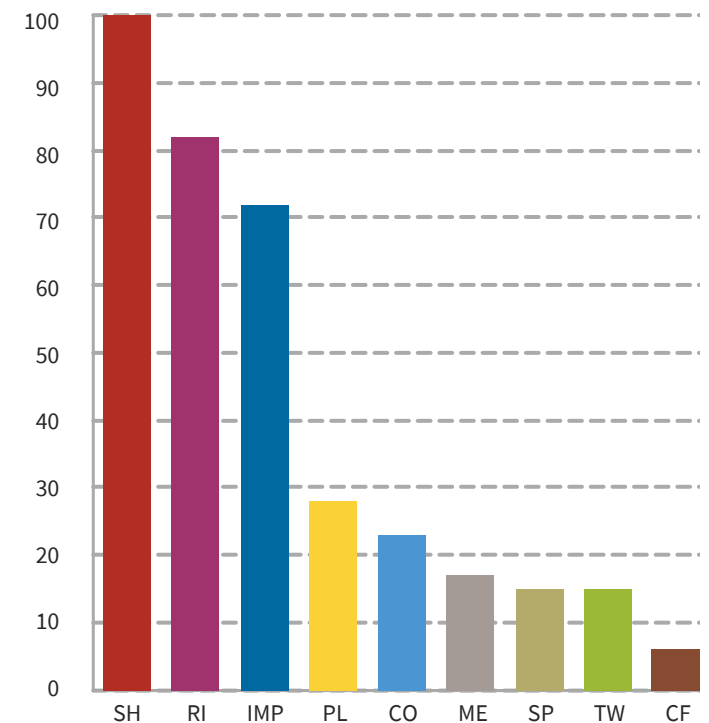
Your operating style is in the classic entrepreneurial mould.

This means that you are inclined to look for opportunities and take them. This can be a high-risk field. The art lies in knowing how to manage the risks. When mistakes are made, present them as the price of experience and ensure that you are remembered instead for your successes.

You could also focus on cultivating your ability for efficient planning and organisation. One of the most effective ways to establish your reputation is by hard work. If you can develop a practical way of working, not only are you likely to benefit, but you may well find others following your example.

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 attends to the details which can make or break a project. If you can work in harmony with someone who has these complementary qualities, your own performance is likely to benefit.

Percentile



Based on your Self-Perception and 6 Observer Assessments

Work Environment

You're best suited to a fluid and unstructured job where events move swiftly – a role at the cutting edge of change, which offers you a great deal of scope and entails working under pressure. You're likely to work best where you can be given free rein – once the job has been specified in terms of goals and objectives. Offer regular progress reports to demonstrate that things are staying on track.

Others see that you would be suited to:

- work where it is important to speak out rather than to conform.
- rising to a challenge.
- work where meeting new people is important.

Presenting Yourself

- Show others that you are up for a challenge and a spot of competition and that you are someone who gets results.
- Point out that your high energy levels will make things happen and that you are even ready to handle pressure.
- However, do not let your drive be viewed as aggression. You will need to show diplomacy when it is needed.
- Let others see your enthusiasm and willingness to be proactive. Not everyone possesses your positive approach.
- State that you are happy to reach out to others and will use your outgoing nature in exploring possibilities.
- In your case, you may have to prove to others that your natural enthusiasm will not lead to boredom after a while. Show that you can follow through.

Announce your strengths. You are likely to:

- prefer action over contemplation.
- be dynamic and entrepreneurial: a developer of new ventures.
- be a forthright and a determined individual, with the energy and drive to overcome obstacles.
- enjoy work where you can use your outgoing nature and personal initiative.

Be aware of your weaknesses. You may:

- risk alienating others as a result of your drive to get things done.
- sometimes be seen as argumentative.

Based on your Self-Perception and 6 Observer Assessments

John, overall your top Team Roles are Shaper, Resource Investigator, Implementer and Plant. Here are some suggestions of how to articulate your working styles based on different combinations of these four Team Roles.



SH



RI

Exploiting Opportunities

"I like to be given responsibility for grasping opportunities and driving things forward."



SH



IMP

Assigning Tasks

"I am ready to lead from the front when it comes to hard work."



SH



PL

Pushing for Change

"I like to offer new ideas and directions."



RI



IMP

Applying Resources

"Meeting people and getting things done are my strengths."

Based on your Self-Perception and 6 Observer Assessments

	1	2	3	4	5	6	7	8	9
Self-Perception	RI	SH	IMP	TW	ME	CO			
Observers:									
Isobel Gray	SH	CO	IMP	RI					
Gordon Silver	RI	SH	PL	IMP	ME	CO	CF		
Rachael Maroon	SH	RI	IMP	TW					
Muhammad Red	SH	RI	ME	TW	SP	IMP	CO		
Amit Purple	SH	IMP	PL	CF	CO	RI			
Juliette Fuchsia	PL	SH	SP	RI	CO				
Observers' Overall Views	SH	RI	IMP	PL	CO	SP	ME	TW	CF
Your Overall Team Role Composition	SH	RI	IMP	PL	CO	ME	SP	TW	CF

- 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

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.

outspoken	11	creative	2	analytical	1	<i>territorial</i>	0
competitive	7	persevering	2	reliable	1	shrewd	0
<i>confrontational</i>	6	keen to impart expertise	2	helpful	1	<i>frightened of failure</i>	0
outgoing	6	realistic	2	<i>unenthusiastic</i>	0	<i>fearful of conflict</i>	0
methodical	6	confident and relaxed	2	<i>oblivious</i>	0	inventive	0
<i>impatient</i>	4	conscious of priorities	2	<i>over-delegating</i>	0	persuasive	0
challenging	4	<i>inflexible</i>	1	<i>manipulative</i>	0	perfectionist	0
inquisitive	4	<i>absent-minded</i>	1	<i>inconsistent</i>	0	impartial	0
imaginative	3	<i>procrastinating</i>	1	<i>restricted in outlook</i>	0	studious	0
tough	3	<i>engrossed in own area</i>	1	<i>eccentric</i>	0	meticulous	0
free-thinking	3	original	1	<i>uninvolved with specifics</i>	0	diplomatic	0
broad in outlook	3	seizes opportunities	1	<i>unadventurous</i>	0	motivated by learning	0
consultative	3	hard-driving	1	<i>resistant to change</i>	0	corrects errors	0
practical	3	perceptive	1	<i>indecisive</i>	0	willing to adapt	0
<i>over-talkative</i>	2	self-reliant	1	<i>reluctant to allocate work</i>	0	disciplined	0
<i>pushy</i>	2	logical	1	<i>over-sensitive</i>	0	encouraging of others	0
<i>impulsive</i>	2	dedicated to subject	1	<i>fussy</i>	0	accurate	0
enterprising	2	efficient	1	<i>sceptical</i>	0	caring	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

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 80th 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%.

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.

Points Dropped

Some items in the Self-Perception Inventory pertain to claims about oneself rather than a valid Team Role contribution. If you have made more of these claims than 90% of the population, your Team Role feedback will take this into consideration.

Example Working Relationship Report

**Fostering mutual trust and building productive
working relationships**



Sample Working Relationship Reports Feb 2022

Belbin Working Relationships Report

Based on Self-Perception and Observer Assessments

John Yellow is the manager of Jan Cobalt.

On the basis of the top Team Roles, this Team Role combination may encounter difficulties since John Yellow will have to be careful to give Jan Cobalt enough room for independent thought and creativity. Jan Cobalt will succeed by offering a contribution that fits in with John Yellow's main goals and objectives.

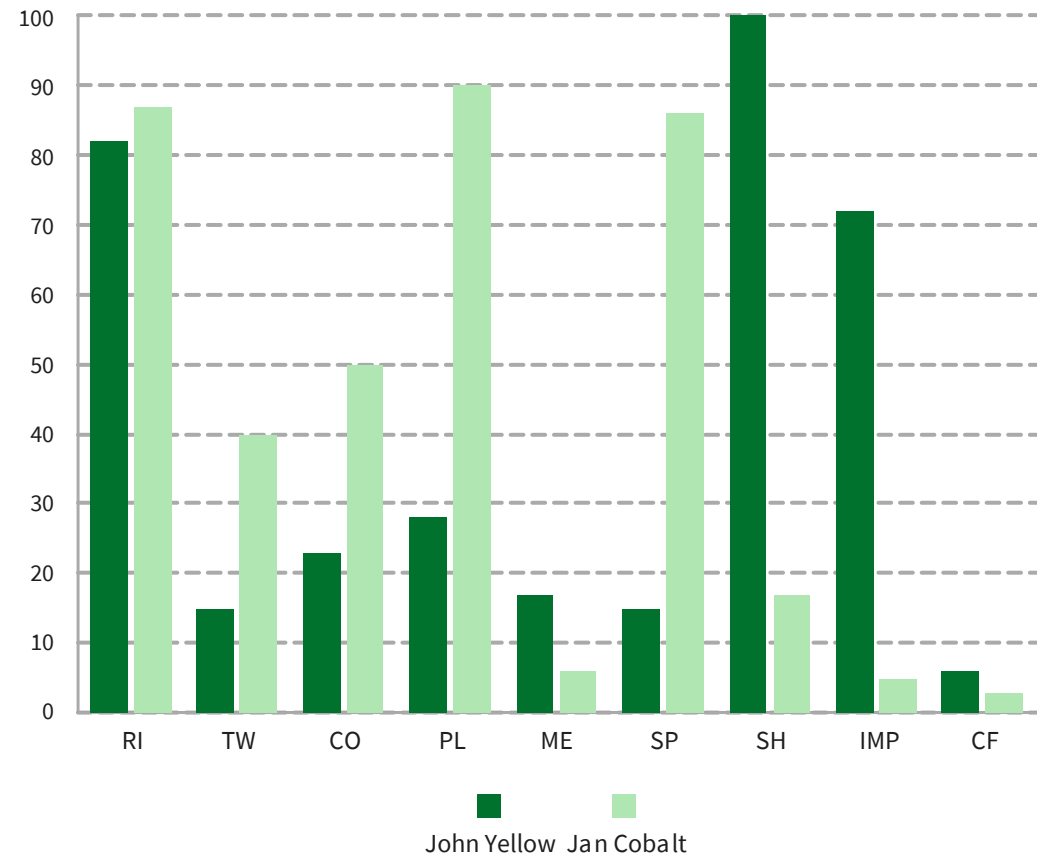
Looking at the second Team Roles, John Yellow and Jan Cobalt may get on well since both share a sociable, outgoing nature. They are likely to work best together where gaining contacts is a central focus of the work.

Some questions to consider:

- How similar are John Yellow and Jan Cobalt in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are John Yellow and Jan Cobalt primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, John Yellow and Jan Cobalt may have to decide how best to share Team Role responsibility between them.

● This report compares the Team Role combinations of two people to analyse how they might work together. The analysis focuses on comparing the first and second Team Roles of each person. Please note that large differences in personal calibre, or strongly held viewpoints, may override any forecasts based on Team Role chemistry.

Percentile



Based on Self-Perception and Observer Assessments

Lisa Black and Rob Teal are colleagues.

On the basis of the top Team Roles, this Team Role combination has the potential to be successful, especially in generating new initiatives. This duo is likely to work best in a flexible framework.

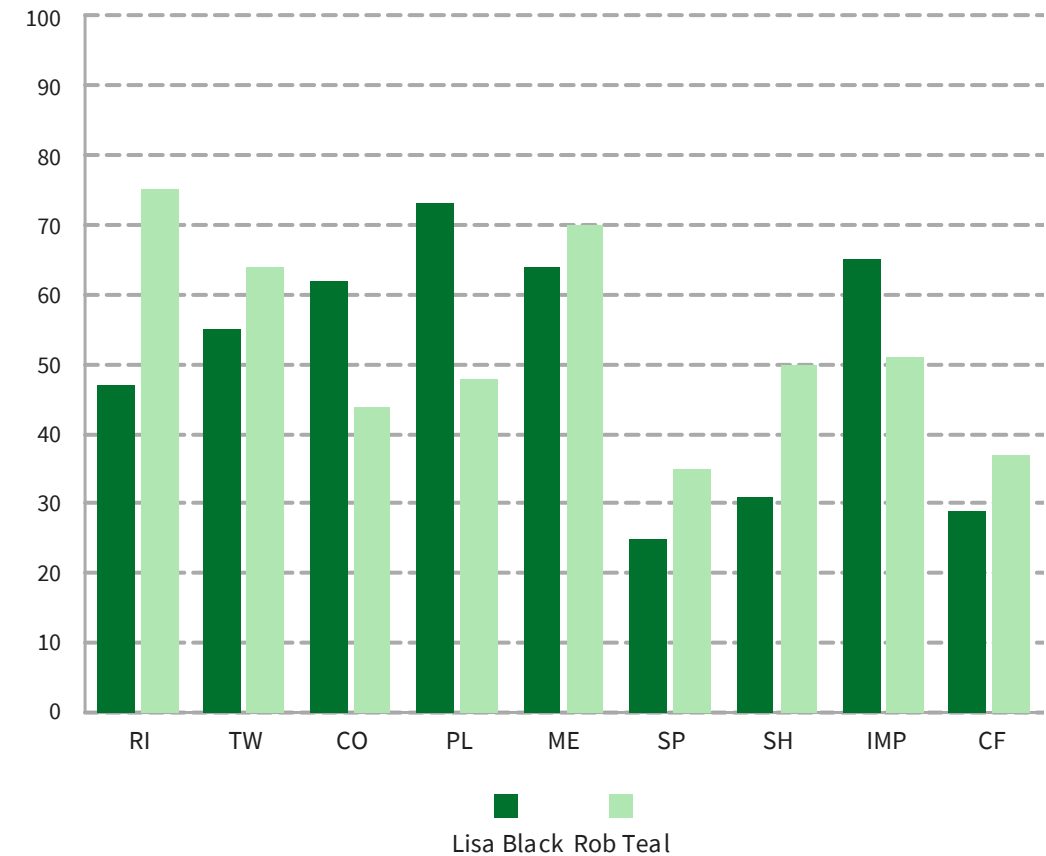
Looking at the second Team Roles, Lisa Black and Rob Teal are likely to make a good working pair and complement each other well. This duo is capable of producing sensible, positive action, provided that Lisa Black is the doer and Rob Teal is the thinker and planner.

Some questions to consider:

- How similar are Lisa Black and Rob Teal in Team Role terms? Generally speaking, Team Role partnerships work best where Team Roles are primarily complementary.
- Are Lisa Black and Rob Teal primarily social-, thinking- or action-focused or is there a combination of approaches in evidence?
- Are there any obvious Team Role gaps or overlaps? If so, Lisa Black and Rob Teal may have to decide how best to share Team Role responsibility between them.

● This report compares the Team Role combinations of two people to analyse how they might work together. The analysis focuses on comparing the first and second Team Roles of each person. Please note that large differences in personal calibre, or strongly held viewpoints, may override any forecasts based on Team Role chemistry.

Percentile



RI
Resource Investigator

TW
Teamworker

CO
Co-ordinator

PL
Plant

ME
Monitor Evaluator

SP
Specialist

SH
Shaper

IMP
Implementer

CF
Completer Finisher

Example Team Report

Selecting and developing
high performing teams



Sample Group of 5

Belbin Team Report

Number of Candidates: 5

Number of Observers: 30

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.

	1	2	3	4	5	6	7	8	9
B Jade									
SPI completed on 20/01/2022									
Self-Perception	ME	TW	CF	SP	CO	IMP	PL	SH	
Observations (6)	IMP	CO	ME	TW	CF	SP	RI	SH	PL
Overall	ME	TW	IMP	CO	CF	SP	RI	SH	PL
R Blue									
SPI completed on 24/01/2022									
Self-Perception	IMP	TW	CF	RI	SH	SP	ME	CO	
Observations (6)	TW	IMP	SH	CF	SP	RI	CO	PL	ME
Overall	TW	IMP	SH	CF	RI	SP	CO	ME	PL
G Grey									
SPI completed on 25/01/2022									
Self-Perception	CF	IMP	PL	ME	SP	TW	SH	CO	
Observations (6)	CF	IMP	TW	ME	CO	SH	SP	RI	PL
Overall	CF	IMP	TW	ME	CO	SH	SP	PL	RI
G Gold									
SPI completed on 25/01/2022									
Self-Perception	PL	IMP	CO	SH	ME	RI	TW	CF	SP
Observations (6)	CF	IMP	SH	ME	SP	RI	TW	CO	PL
Overall	IMP	CF	SH	ME	CO	SP	RI	TW	PL

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.

	1	2	3	4	5	6	7	8	9
N Navy									
SPI completed on 25/01/2022									
Self-Perception	SH	PL	CO	SP	RI	TW			
Observations (6)	SH	PL	CO	RI	SP	TW	ME	IMP	CF
Overall	SH	PL	CO	SP	RI	TW	ME	IMP	CF

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.



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



When arguments break out and team atmosphere needs to be improved, try to involve: **R Blue**, **B Jade** and **G Grey**.



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



When some new line of thought is desired, ask: **N Navy**.



When the team needs someone to choose between competing options, seek advice from: **B Jade**.



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



When there is a need to increase the pace and arrive at decisions, you can count on: **N Navy** and **R Blue**.



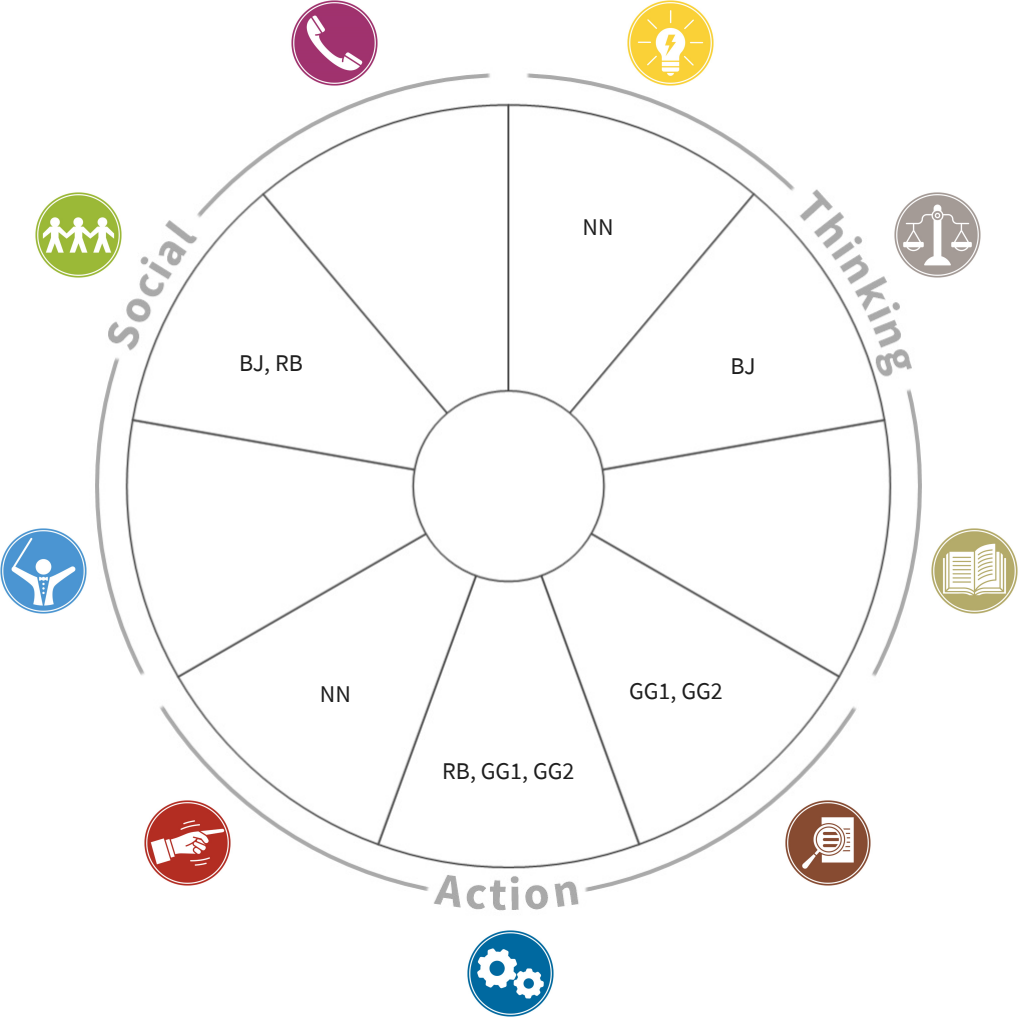
When decisions need to be turned into workable procedures, turn to: **R Blue**, **G Grey** and **G Gold**.



When it is imperative that plans are completed to the highest standards, a key part can be played by: **G Grey**.

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.

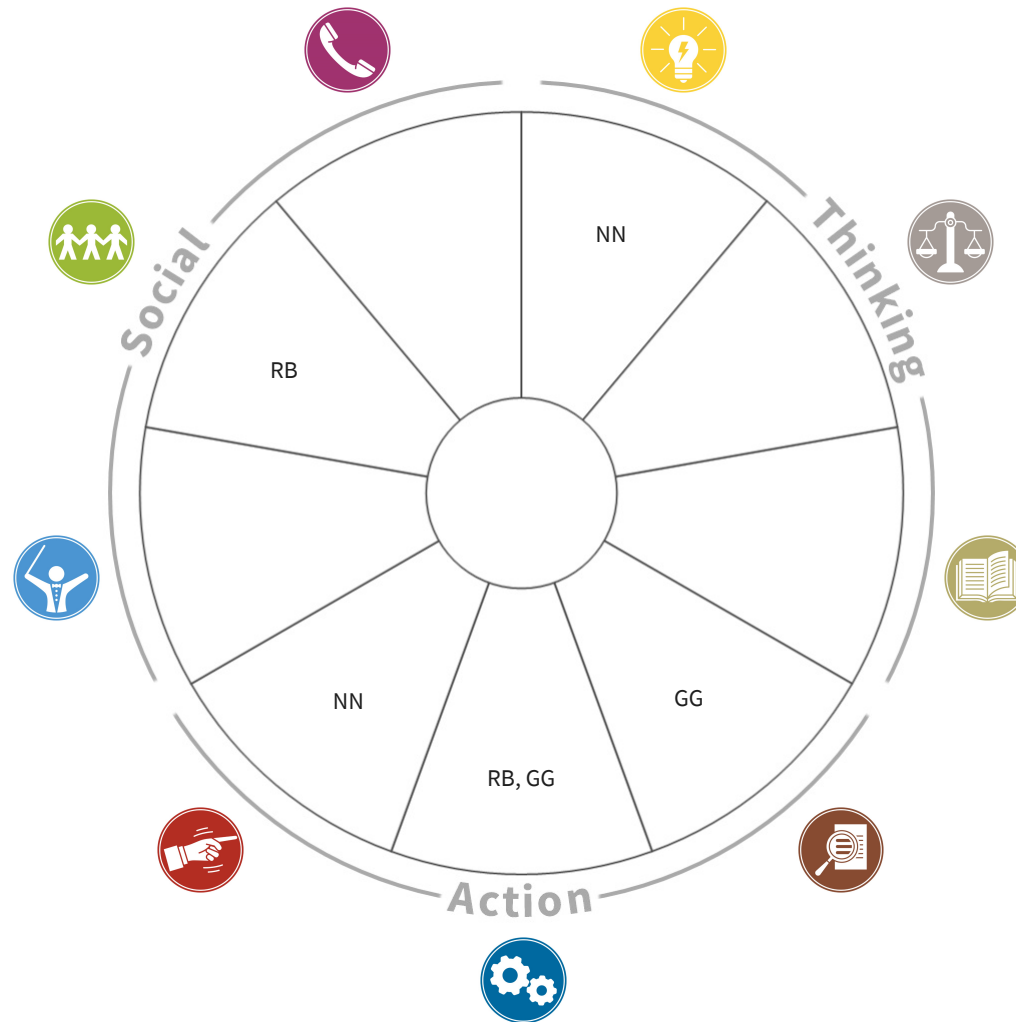


Key:

- BJ - B Jade
- RB - R Blue
- NN - N Navy
- GG1 - G Grey
- GG2 - G Gold

Based on Self-Perception and Observer Assessments

This page gives an 'at-a-glance' view of the balance and spread of Team Roles in the team. Only those deemed a **Strong Example** of a particular Team Role are included in the circle, so it is unlikely that everyone will be represented. (You can find more information on Strong Examples in the glossary.) This helps you to identify potential talent, clashes and gaps in Team Role contributions, and is intended to act as a discussion-starter.



Key:

RB - R Blue
NN - N Navy
GG - G Grey

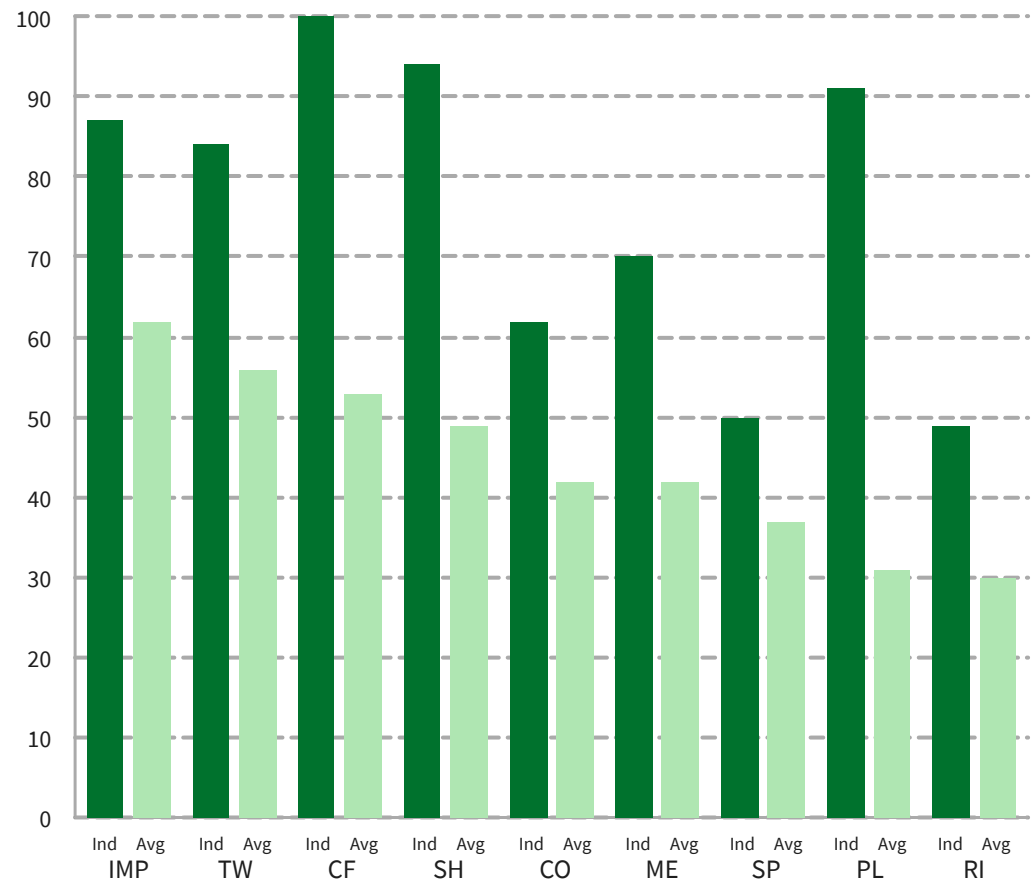
Based on 5 Self-Perceptions and 30 Observer Assessments

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:

- RI** - N Navy
- TW** - R Blue
- CO** - N Navy
- PL** - N Navy
- ME** - B Jade
- SP** - N Navy
- SH** - N Navy
- IMP** - G Grey
- CF** - G Grey

Percentile



RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

SH

Shaper

IMP

Implementer

CF

Completer Finisher

Based on Self-Perception and Observer Assessments

This report shows Strong Examples of Team Roles in the team. Strong Examples are those who have a clear idea of their Team Role preferences, have a good level of agreement between Self-Perception and Observer views (if applicable) and display considerably more positive than negative behaviours for the given role.

The following are strong examples of each Team Role:



Resource Investigator

There are no strong examples of this Team Role.



Teamworker

R Blue



Co-ordinator

There are no strong examples of this Team Role.



Plant

N Navy



Monitor Evaluator

There are no strong examples of this Team Role.



Specialist

There are no strong examples of this Team Role.



Shaper

N Navy



Implementer

R Blue, G Grey



Completer Finisher

G Grey

RI

Resource Investigator

TW

Teamworker

CO

Co-ordinator

PL

Plant

ME

Monitor Evaluator

SP

Specialist

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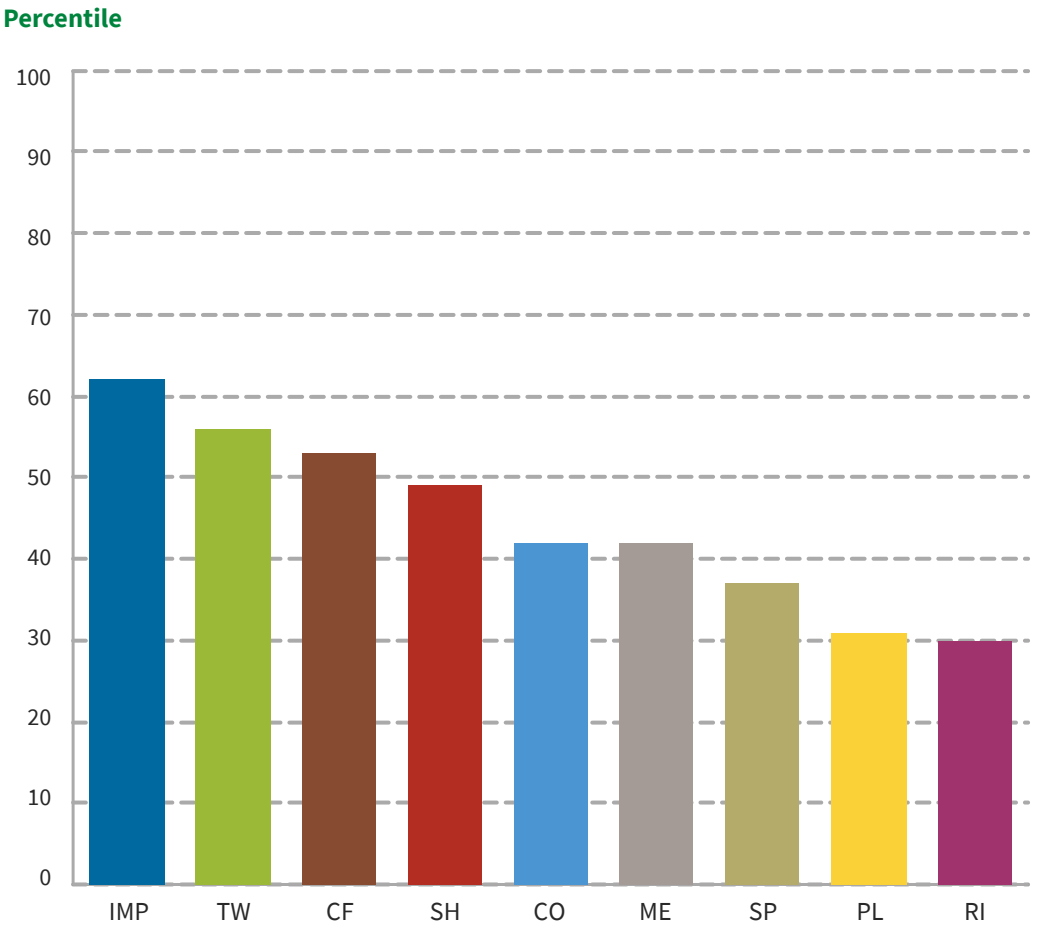
Based on 5 Self-Perceptions and 30 Observer Assessments

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.

The team possesses generally solid and reliable qualities and its members should work well together. However, it is more debatable whether it can easily find the direction in which it should best travel. That issue can be handled in two ways. One way is to pay special attention to the one member who can best contribute in this area. Another is to tackle this issue through open debate and combined effort.

At its best, this team will be very efficient at putting agreed strategies into practice and bringing about the desired results. It is likely to be self-disciplined and process-focused.

At its worst, this team may become too inward-looking and insufficiently interested in what is going on in the world outside. This may not matter in some circumstances, but if it does, the team should look for someone who enjoys exploring and making new contacts.



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 Teamworker

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 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*.

helpful	30	outgoing	16	free-thinking	9	<i>uninvolved with specifics</i>	3
caring	29	realistic	15	inquisitive	9	<i>inflexible</i>	3
encouraging of others	28	disciplined	15	willing to adapt	9	<i>pushy</i>	3
accurate	26	efficient	15	<i>fussy</i>	8	<i>territorial</i>	3
outspoken	25	broad in outlook	14	<i>impulsive</i>	8	<i>over-delegating</i>	2
conscious of priorities	25	consultative	13	original	8	<i>inconsistent</i>	2
methodical	24	hard-driving	12	diplomatic	8	<i>reluctant to allocate work</i>	2
reliable	24	perceptive	12	inventive	7	<i>impatient</i>	2
practical	22	confident and relaxed	12	persuasive	7	<i>frightened of failure</i>	2
dedicated to subject	22	<i>confrontational</i>	11	<i>over-talkative</i>	6	<i>fearful of conflict</i>	2
analytical	22	competitive	11	<i>engrossed in own area</i>	6	studious	2
meticulous	21	self-reliant	11	<i>restricted in outlook</i>	5	<i>oblivious</i>	1
logical	19	shrewd	10	<i>over-sensitive</i>	5	<i>eccentric</i>	1
challenging	18	enterprising	10	seizes opportunities	5	<i>procrastinating</i>	1
persevering	18	motivated by learning	10	creative	5	<i>unenthusiastic</i>	0
perfectionist	16	<i>resistant to change</i>	9	<i>unadventurous</i>	4	<i>manipulative</i>	0
keen to impart expertise	16	<i>sceptical</i>	9	imaginative	4	<i>absent-minded</i>	0
corrects errors	16	tough	9	impartial	4	<i>indecisive</i>	0

Example Job Reports

Matching people to the right jobs
and jobs to the right people



Sales Manager

Belbin Job Report

Specified by: Ali Blue

Job Requirements completion date: 25th February 2022

Job Observations completion date: 25th February 2022

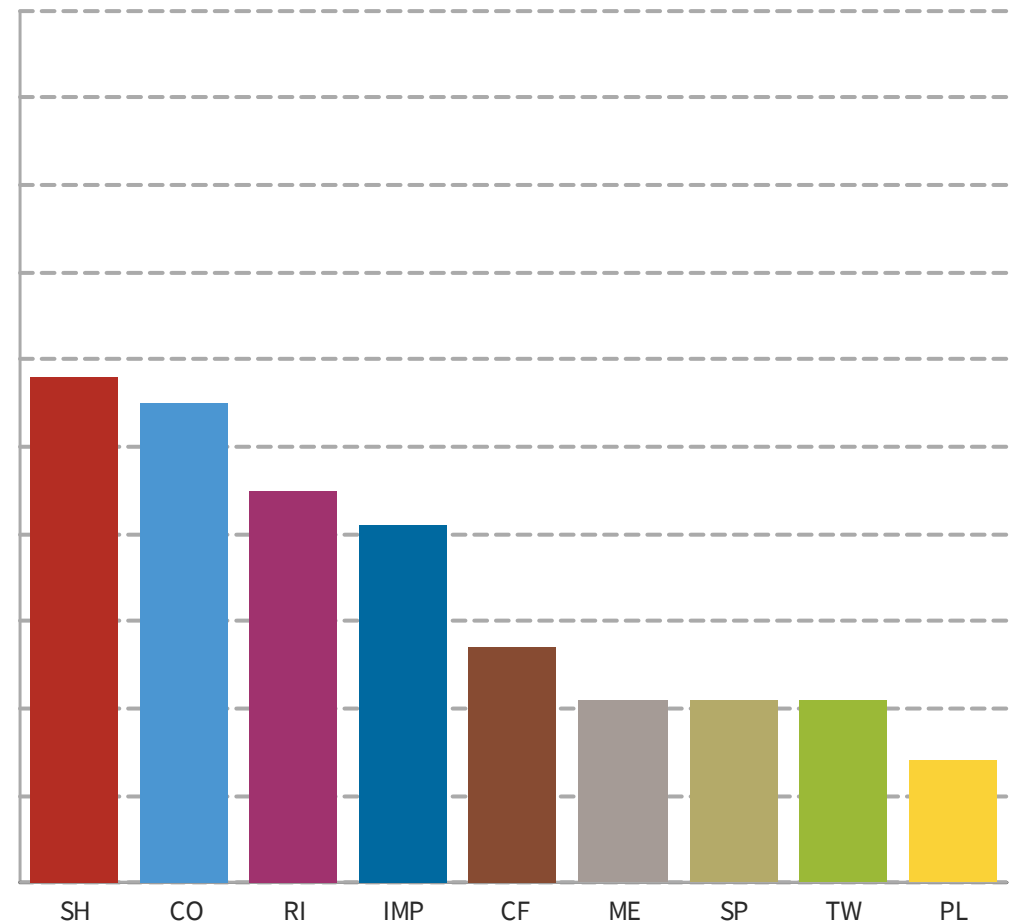
Number of Observations: 3

Sales Manager as specified by Ali Blue

The job as it is specified requires someone who possesses considerable drive. The likely candidate will have the strength of character to overcome opposition and the self-confidence to get round obstacles and rules that stand in the way of progress. This specification underlines the need for a high achiever. The job also demands someone who has the capacity for drawing the best out of others, encouraging them to engage with, and contribute to, 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 with the outcomes and conclusion.

The work entails a fair degree of socially proactive behaviour and a readiness to go out and meet people.

This position requires someone who is focused on pushing the team in a particular direction, rather than generating new ideas for consideration.

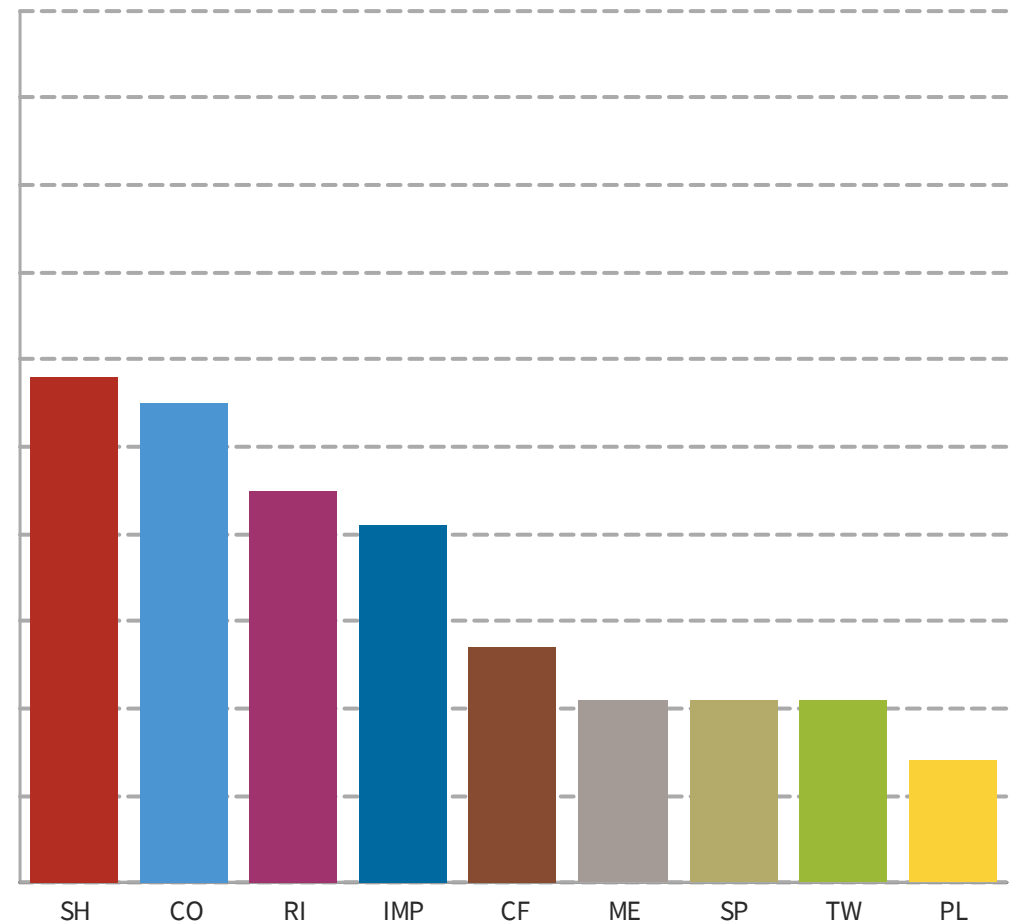


Sales Manager as specified by Ali Blue

The job specifier expects the overall responsibility to be yours, so this is a job in which you will be expected to lead from the front. The people you work with may need to be directed or they may need to feel they are collaborating with you as part of a team. So it is important that you are able to adapt your managerial style accordingly.

The job as specified requires above all that you are able to manage others and cope with opposition. It is important never to lose control or back away from responsibility.

- This report should be given to the applicant or jobholder. It highlights the behaviours required to perform well in the job.



Based on 3 Job Observations

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*.

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



Sales Manager

Belbin Job Comparison Reports

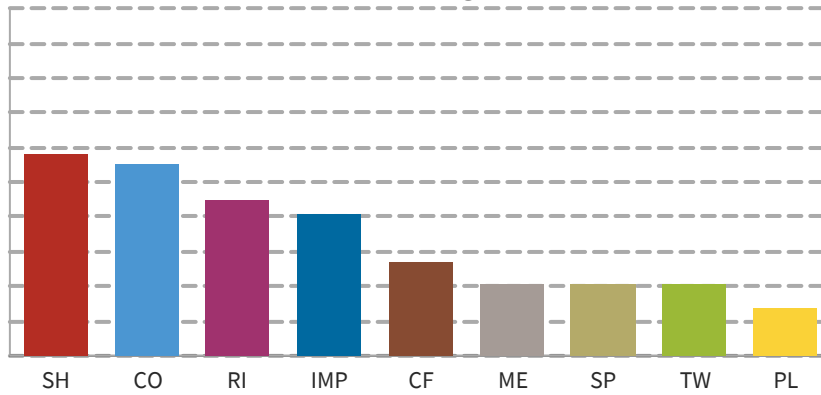
Specified by: Ali Blue

Job Requirements completion date: 25th February 2022

Job Observations completion date: 25th February 2022

Suitability for the job Sales Manager as specified by Ali Blue

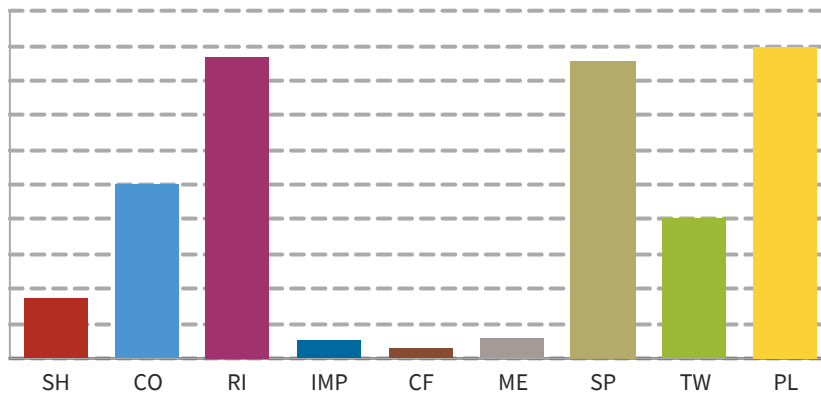
Sales Manager



In comparison with the job of Sales Manager, Jan:

- should be sufficiently proactive to meet the job demands, and seems to have the qualities needed for the exploratory part of the job – namely an ability to negotiate and sell.
- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- may not have the tenacity needed in certain aspects of this job.

Jan Cobalt



Comparing the observations of the job Sales Manager with Jan's Observer Assessments as specified by 6 Observers

Looking at the comparison between Jan's Observer words and those specified for the job, it can be concluded that Jan is **an adequate match**.

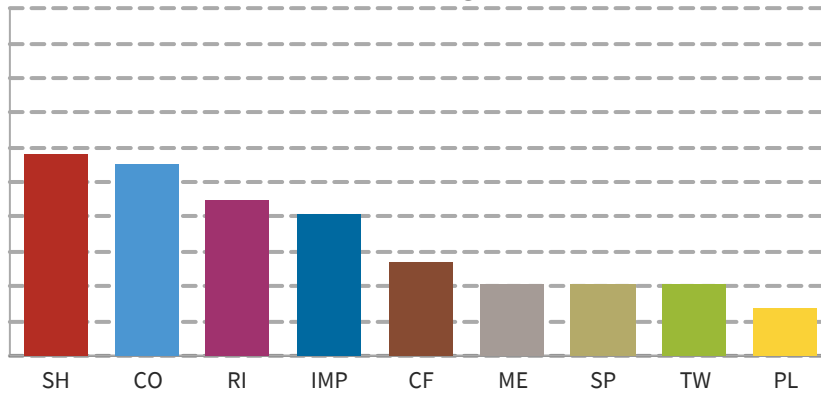
Jan's Observers identified the following characteristics which are useful for this job: outgoing.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Jan's descending order based on 6 Observers	Total number of ticks given by Jan's 6 Observers
tough	59th	0
encouraging of others	18th	3
hard-driving	63rd	0
self-reliant	8th	5
broad in outlook	7th	5
outgoing	2nd	8

- This table compares the top Observer words for the job with the individual's Observer feedback

Suitability for the job Sales Manager as specified by Ali Blue

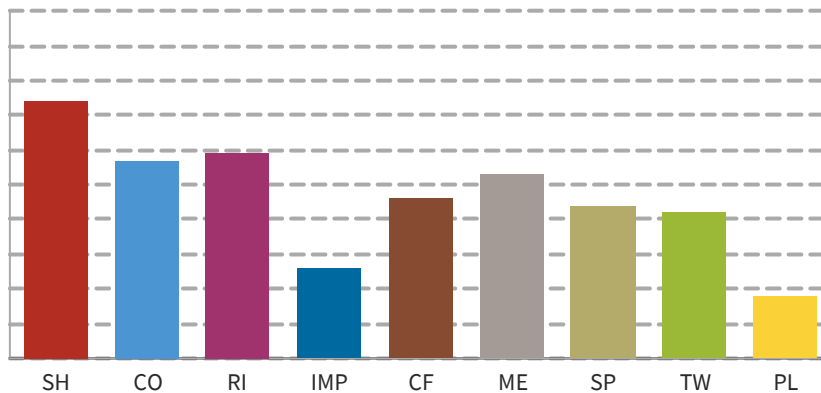
Sales Manager



In comparison with the job of Sales Manager, Jean-Paul:

- should be able to lead from the front and take a bold and unflinching approach as required by the job.
- appears to have an aptitude for liaison work and a readiness to work with others to achieve group objectives.
- is likely to demonstrate the initiative and resourcefulness needed for the job.

Jean-Paul Pink



Comparing the observations of the job Sales Manager with Jean-Paul's Observer Assessments as specified by 6 Observers

Looking at the comparison between Jean-Paul's Observer words and those specified for the job, it can be concluded that Jean-Paul is **an adequate match**.

Top 6 Job Observation Words based on 3 Job Observations	Position (out of 72) in Jean-Paul's descending order based on 6 Observers	Total number of ticks given by Jean-Paul's 6 Observers
tough	41st	1
encouraging of others	13th	4
hard-driving	18th	3
self-reliant	19th	3
broad in outlook	5th	5
outgoing	6th	5

- This table compares the top Observer words for the job with the individual's Observer feedback