



# Belbin Team Roles

Self – Perception Inventory Report

Report prepared for

**Sample**

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## Introduction

Meredith Belbin identified eight clusters of behavior, termed Team Roles. Each Team Role has its particular strengths and allowable weaknesses, and each has an important contribution to make to a team.

Very few people display characteristics of just one Team Role. Most people have 3 or 4 preferred roles, which can be adopted or eschewed as the situation requires.

Belbin Team Roles improve self-knowledge and understanding among individuals and teams. Team Roles depict a current behavioral pattern – a snapshot of your behavior at one time. Preferences aren't fixed, since many factors can influence behavior, whether a new job, promotion or circumstances outside work.

## Team Roles



### Shaper

The Shaper gives drive, enthusiasm and clear direction to the team. He gives shape and form to the team's activities.



### Implementer

The Implementer is the one who is involved and committed. He tries to upgrade knowledge and skills and ensure high quality work and products.



### Completer Finisher

The Completer Finisher seeks to ensure that all the team's efforts are as near perfect as possible and that nothing is overlooked.



### Coordinator

This is a leadership role. The Coordinator is the one who controls and organizes the activities of his team, making best use of resources available.



### Teamworker

Teamworker is the harmonizer and relationship healer in the team. He is good at achieving and maintaining team-cohesion.



### Resource Investigator

The Resource Investigator is the link with the world outside the team. He explores outside resources and develops useful contacts for his team.



### Plant

The Plant is the prime source of ideas and innovation for his team.

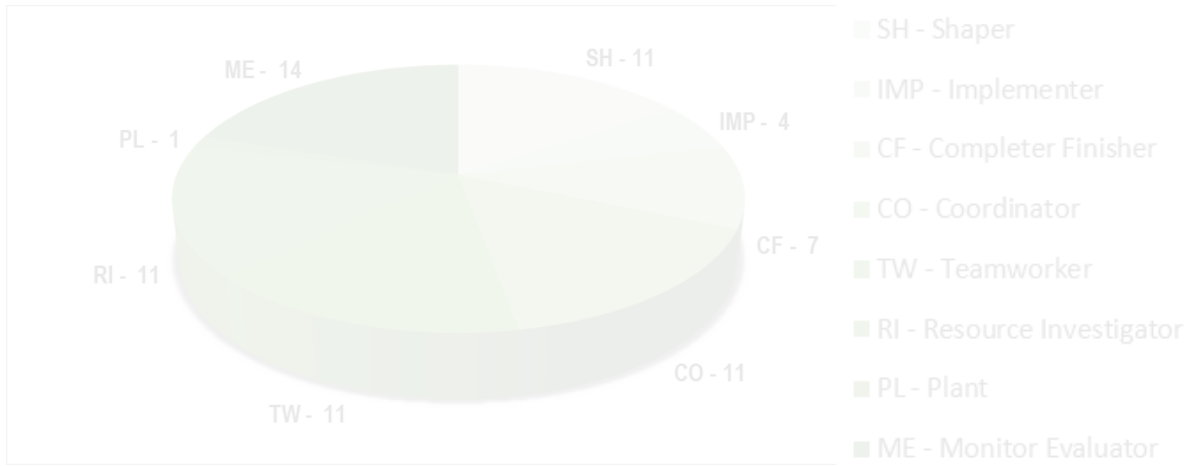


### Monitor Evaluator

The Monitor Evaluator analyze ideas and suggestions both from within and from outside the team and evaluate their feasibility and practical value in terms of his team's objectives.

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## Your Score









Team Role	Contribution	Allowable Weakness
Shaper	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Liable to offend others.
Implementer	Disciplined, reliable, conservative in handling change, ideas and proposals.	Somewhat inflexible. Slow to respond to new ideas.
Completer Finisher	Painstaking, conscientious, anxious. Searches out errors and omissions. Delivers on time.	Inclined to worry unduly. Reluctant to let others into own job.
Coordinator	Mature, confident. Clarifies goals. Brings other people together to promote team discussions.	Can be seen as manipulative. Offloads personal work.
Team Worker	Co-operative, mild, perceptive and diplomatic. Listens, builds, averts friction.	Indecisive in crunch situations.
Resource Investigator	Extrovert, enthusiastic, communicative. Explores opportunities. Develops contacts	Over-optimistic. Can lose interest once initial enthusiasm has passed.
Plant	Creative, imaginative, unorthodox. Solves difficult problems.	Ignores incidentals. Too pre-occupied with own thoughts to communicate effectively.
Monitor Evaluator	Serious minded, strategic and discerning. Sees all options. Judges accurately.	Can lack drive and ability to inspire others.

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## Your Team Role Profile

The table below captures your Team Roles preferences – the roles you prefer, least prefer and the ones you are managing around.

	Least Preferred Role	Manageable Roles	Preferred Roles	Team Role
SH				 Shaper
IMP				 Implementer
CF				 Completer Finisher
CO				 Coordinator
TW				 Teamworker
RI				 Resource Investigator
PL				 Plant
ME				 Monitor Evaluator

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## Preferred Team Roles

### MONITOR EVALUATOR – 14

#### Characteristics

- Sober
- Unemotional
- Prudent

### SHAPER – 11

#### Characteristics

- High strung
- Outgoing
- Dynamic

### COORDINATOR – 11

#### Characteristics

- Calm
- Self-confident
- Controlled

### TEAMWORKER – 11

#### Characteristics

- Socially Orientated
- Rather Mild
- Sensitive

### RESOURCE INVESTIGATOR – 11

#### Characteristics

- Extroverted
- Enthusiastic
- Curious
- Communicative

## Least preferred Team Roles

### PLANT – 1

#### Characteristic:

- Individualistic
- Serious Minded
- Unorthodox

### IMPLEMENTER – 4

#### Characteristics

- Conservative
- Dutiful
- Predictable

### COMPLETER- FINISHER – 7

#### Characteristics

- Reinstating
- Conscientious
- Anxious

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## Interpretation of your Team Role preferences

You are a serious minded, prudent individual with a built-in immunity for being over enthusiastic. You are slow to make decisions and mull over all of the options using your ability to think highly critical. Good Monitor Evaluators have the capacity for making shrewd judgments that take into account all of the factors. They seldom give bad advice.

You are highly motivated and have a great desire to achieve. Many people see you as an aggressive extrovert with a strong drive. You are full of energy and like to challenge, to lead and to push others into action - and to win. If obstacles arise, you will find a way over, under or around them. However, if you experience disappointment or frustration, your reaction is highly emotional and you can be too headstrong. You can handle conflicts well and even thrive on confrontation.

Your distinguishing feature is your ability to support and encourage others to work towards shared goals. You are mature, trusting and confident. You delegate readily and with ease. In interpersonal relations you are quick to spot individual talents and to use them to pursue group objectives. While you are not necessarily the cleverest member of the team, you have a broad and worldly outlook and generally command respect.

You are the most supportive member of a team. You are mild, sociable and concerned about others. You have a great capacity for flexibility and adapting to different situations and people. You are perceptive and diplomatic. You are good listener and are generally the most popular member of a group. You are uncomfortable in high pressure situations and do not like to be involved in confrontations.

You are a good communicator, but not a salesperson. You are a good team player and skilled at exploring new opportunities and developing contacts. Although you might not be a great source of original ideas, you are quick to pick up other people's ideas and build on them. You are resourceful; a good candidate to find out what is available and what can be done. You usually get a warm welcome because of your outgoing nature. You have a relaxed personality with a strong inquisitive sense and a readiness to see the possibilities of anything new. However, your enthusiasm rapidly fades unless you remain stimulated by others.

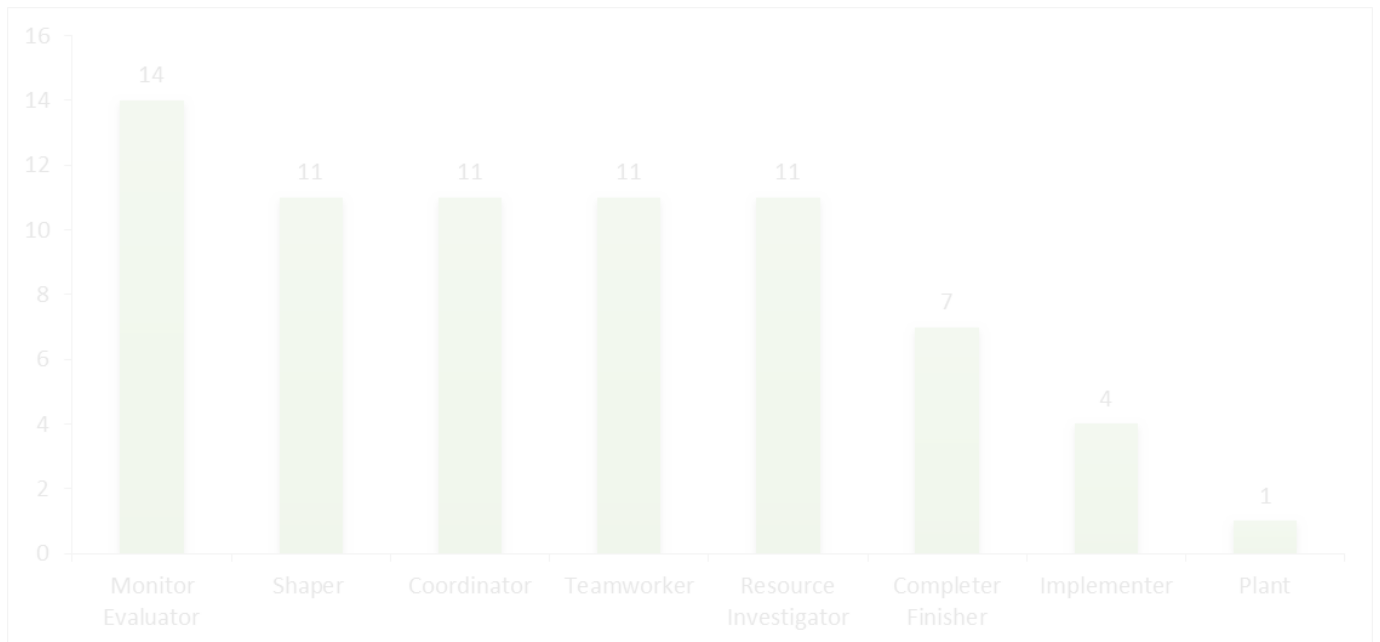
You do not have a highly creative personality and lack the ability to innovate. You do not prefer to work alone. You like a team environment where you can get inspiration from others. You usually operate in an orthodox way and do not employ to use of imagination. You might be extroverted and shrug of praise and criticism without much thought. You do not find it difficult to communicate with others because you are often on the same wavelength.

You do not like the predictability of a routine and are not very well organized. Self discipline is not a characteristic you have. You might lack the ability to attack problems in a systematic way and you shy away from large projects. You do not believe in exhibiting blind loyalty to your organization and feel that self interests are also important pursuits. Coping with new situations is not a problem for you.

You do not have a great capacity for follow-through. Paying high attention to detail is not a strength of yours. You might start many projects that never reach completion. You do not feel motivated by any internal anxiety to complete tasks. You need external stimulus or incentives to drive you to finish projects. You might have a casual disposition which requires a push from other team members. You do not work well alone and like when tasks are delegated and work is shared among the group.

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## Your Team Role Rank Order



### Top three Team Roles

- i. Monitor Evaluator
- ii. Shaper
- iii. Coordinator
- iv. Teamworker
- v. Resource Investigator

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## Monitor Evaluators (14)

### Function

Monitor Evaluators feel right at home when analyzing problems and evaluating ideas and suggestions. They are very good at weighing up the pros and cons of options. To outsiders they might seem dry, boring or even over-critical which is why some people are surprised that they become managers. Nevertheless, many Monitor Evaluators occupy key planning and strategic posts and thrive in high-level appointments where a relatively small number of decisions carry major consequences.

### Strengths

- Judgment
- Discretion
- Hard-headedness

### Allowable Weaknesses



- Lack of inspiration or the ability to motivate others

### Shapers (11)

#### *Function*

Shapers generally make good managers because they generate action and thrive under pressure. They are excellent at inspiring and motivating their teams and are very useful in groups where political complications tend to slow things down. Shapers are inclined to rise above problems of this kind and forge ahead regardless of obstacles in their path. They like making necessary changes and are not bothered by making decisions they know will receive an unpopular response. As the title of their role implies, they try to impose some shape or pattern on group discussions or activities. They are probably the most effective members of a team when it comes to guaranteeing positive action.

#### *Strengths*

- Drive
- A readiness to challenge inertia, ineffectiveness, complacency or self-deception

#### *Allowable Weaknesses*

- Prone to provocation, irritation and impatience
- Tendency to offend others

### Coordinators (11)

#### *Function*

Coordinators are useful people to have in charge of a team with diverse skills and personal characteristics. They perform better when they are working with colleagues of near or equal rank as compared to working in a superior role where they must direct juniors. Their motto might well be 'consultation with control' and they usually believe in tackling problems calmly. In some organizations, Coordinators are inclined to clash with Shapers due to their contrasting management styles.

#### *Strengths*

- Welcome all potential contributors on their merits and without prejudice
- Do not lose sight of the main objective

#### *Allowable Weaknesses*

- No pretensions with regard to intellectual or creative ability

### Teamworkers (11)

#### *Function*

The role of Team Workers is to prevent interpersonal problems within a team and allow everyone to contribute effectively. They will go to great lengths to avoid friction. The diplomatic and perceptive skills of a Team Worker become real assets, especially under a managerial regime where conflicts are liable to arise or to be artificially suppressed. Team Worker managers are seen as a threat to no one and therefore are often elected as the most accepted and

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favored people to serve under. Team Workers have a lubricating effect on teams. Morale is higher and people seem to cooperate better when they are around.

#### *Strengths*

- Ability to respond to people and to situations
- Ability to promote team spirit

#### *Allowable Weaknesses*

- Indecision at moments of crisis
- Failure to lead others clearly

### **Resource Investigator (11)**

#### *Function*

Resource Investigators are quick to open up and exploit opportunities to the full potential. They have the ability to think on their feet and to probe others for information. They are the best people to set up external contacts, to search for resources outside the group, and to carry out any negotiations that may be necessary.

#### *Strengths*

- A capacity for finding useful people and promising ideas and opportunities
- A general source of vitality

#### *Allowable Weaknesses*

- Liable to lose interest once the initial fascination has passed

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## Typical Everyday Saying

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Based on your preferred Team Roles, here are the typical everyday sayings –

- I'd like it done by yesterday.
- Something needs to be readjusted.
- I don't think we're achieving what we are capable of.
- If you say "Yes, you'll do it" I expect it to be done.
- Say "no", then negotiate.
- Ideas should be stolen with pride.
- Opportunities arise from other people's mistakes.
- Someone must have run up against this problem before.
- Let's make contact with the people who can help.
- If you never make a mistake, you never make anything.
- Time spent in reconnaissance is seldom wasted.
- I'll think it over and give you a firm answer tomorrow.
- There's a solution in every problem.
- Have we exhausted all the options?
- I believe in reading between the lines.
- This looks like the best option on balance.
- Better to make the right decision slowly than the wrong decision quickly.
- I was very interested in your point of view.
- Can we count on your support?
- It's all right with me if it's all right with you.
- Everybody has a good side that's worth appealing to.
- You can always sense a good atmosphere at work.
- If people listened to themselves more, they would talk less.
- I hear what you're saying.
- Has anyone else got anything to add to this?
- Let's keep the main objective in sight.
- We always aim at a consensus.
- Management is the art of getting other people to do all the work.

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Par Excellence Leadership Solutions Pvt. Ltd.

**India:** A-601, Everest Nivara Infotech Park - I, D-3, TTC Industrial Area, MIDC, Turbhe, Navi Mumbai 400 705

**Phone:** +91-22- 2763 6695 **Fax:** +91-22-2757 8760

**United States:** Optimal Stratagix, 2 Tomlyn Drive, Princeton, NJ 08540, USA

**Phone:** +1-602-430-0987 **Fax:** +1-602-430-0988