



REPORT FOR

Izzy Pletl

Buas



BELBIN®

Belbin is a way to talk about how people behave.

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.



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.



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.



Co-ordinator

Strengths: Mature and confident. Aware of priorities. Encourages others.

Allowable weaknesses: Can ask others to do things that they should do themselves.



Teamworker

Strengths: Works well with others, is perceptive and diplomatic. Listens well and avoids friction.

Allowable weaknesses: Can be indecisive in important situations.



Monitor Evaluator

Strengths: Weighs and balances all options without emotion. Judges accurately.

Allowable weaknesses: Can lack drive and ability to inspire others.



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.



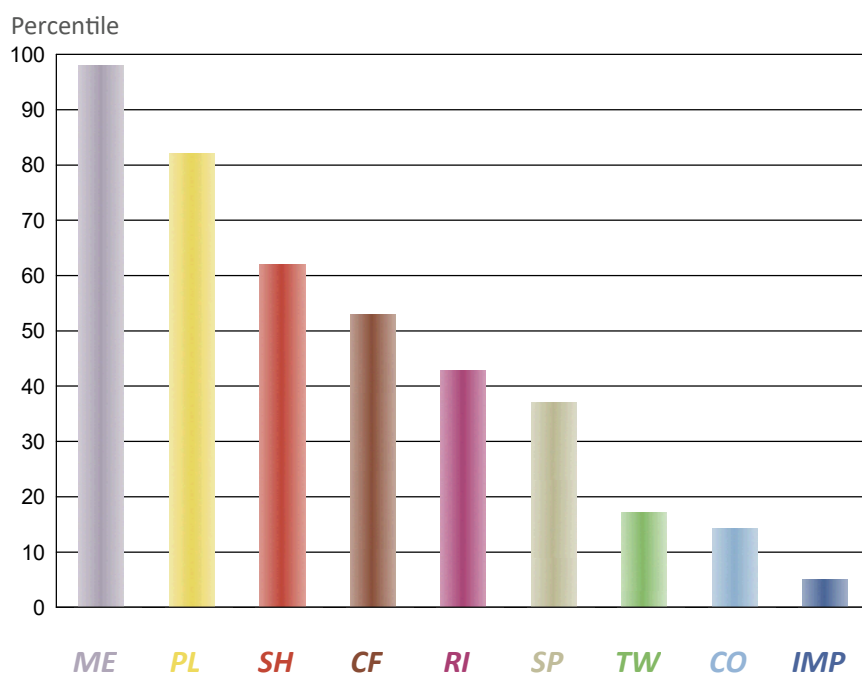
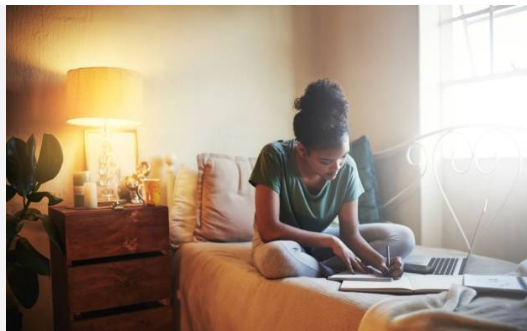
Specialist

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.

These are the Team Roles you said you preferred from highest to lowest.

You may not have a score for every role – that's ok.



Key

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

What does this mean?

Izzy - you see yourself primarily as a Monitor Evaluator and a Plant. Monitor Evaluators are concerned with looking at things with a critical eye. Accordingly they work out the best course of action. Their judgement is good and they are appreciated for staying impartial and not getting emotionally involved when making decisions. Hence they usually produce sensible plans. Plants are unconventional in their thinking and produce imaginative and original lines of thought when the team is stuck for ideas. Their major strength is being creative and being able to come up with ideas when others can't. The combination of these top two Team Roles suggests a prolific thinker who possesses talents for both originating and evaluating new ideas. This combination signifies someone likely to make their mark in an area where the problems are complex and difficult.



ME



PL



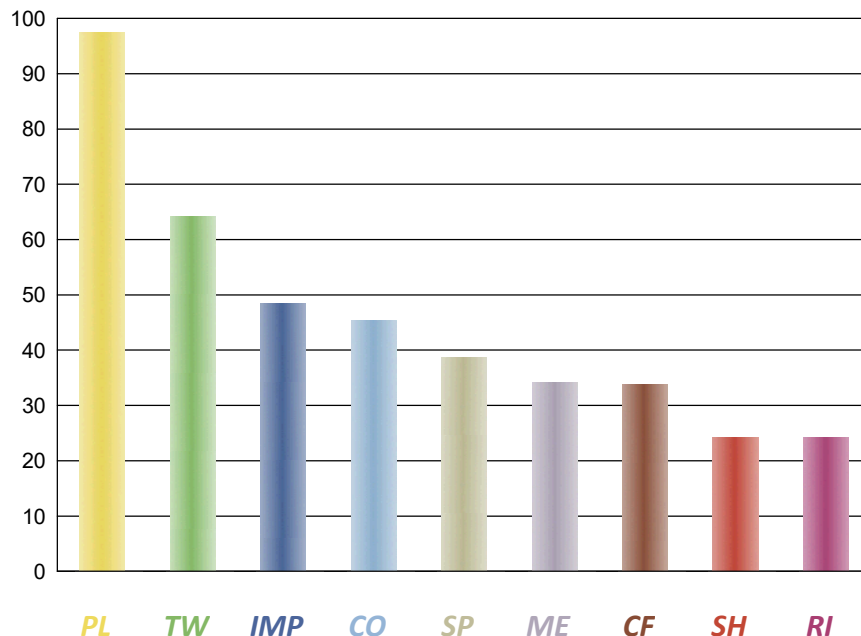
How do you think you can best show your strengths?

You asked people who know you well for their feedback.










This is what they have observed.



Percentile



Key

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

Your observers agree with you about your Plant behaviour. You are obviously projecting this well. Your observers also see you as a Teamworker. Teamworkers care about others. Accordingly, they are generally both liked and popular amongst their colleagues. They adapt and will do what is required. They support and fit in. They are versatile. The combination of these two top Team Roles suggest an operating style of a constructive team player with a creative disposition. Sometimes that creativity may not appear evident due to a number of factors: shyness, a reluctance to offend others, lack of self-confidence or a natural modesty.

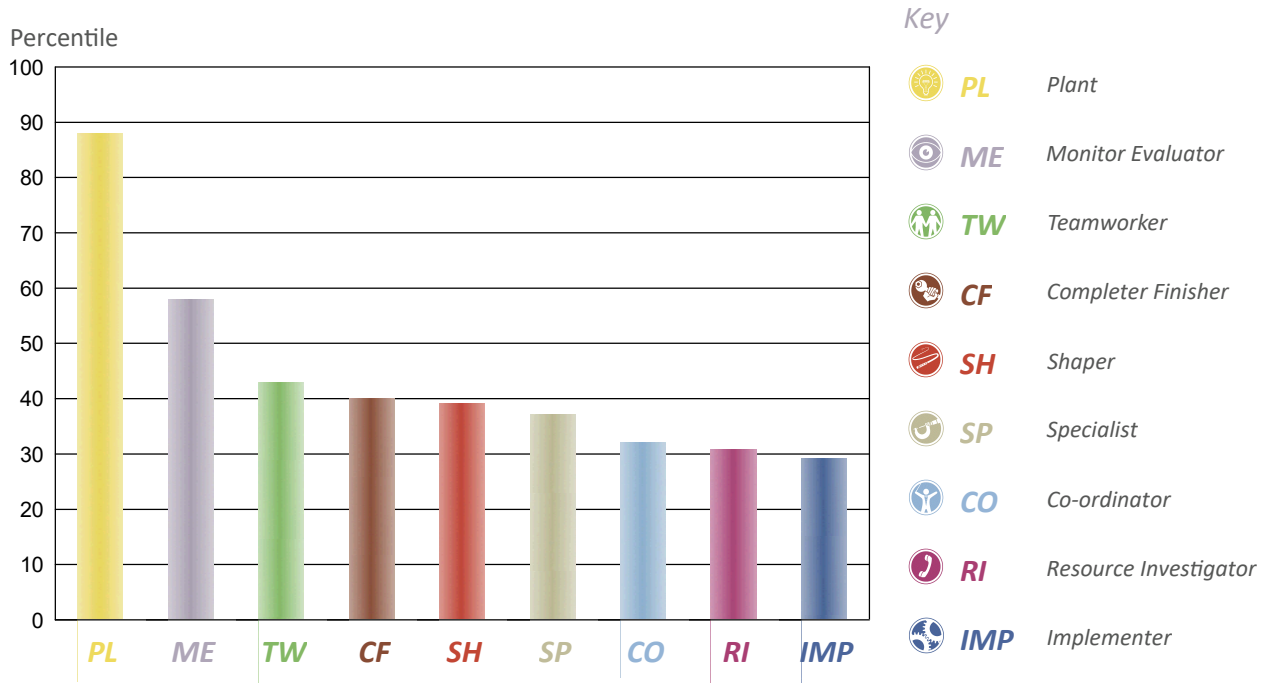
What do they all agree on?

Your observers think that you offer novel and unique ideas and solutions. They also think you are someone who can come up with interesting ideas. They see that you're dependable and can be trusted to do your part. It is also observed that you are considerate to others. Furthermore they also see that you are extremely versatile. Being able to fit in and adapt as required is critical when starting work. For more information about your observations, please refer to appendices 1 and 2.

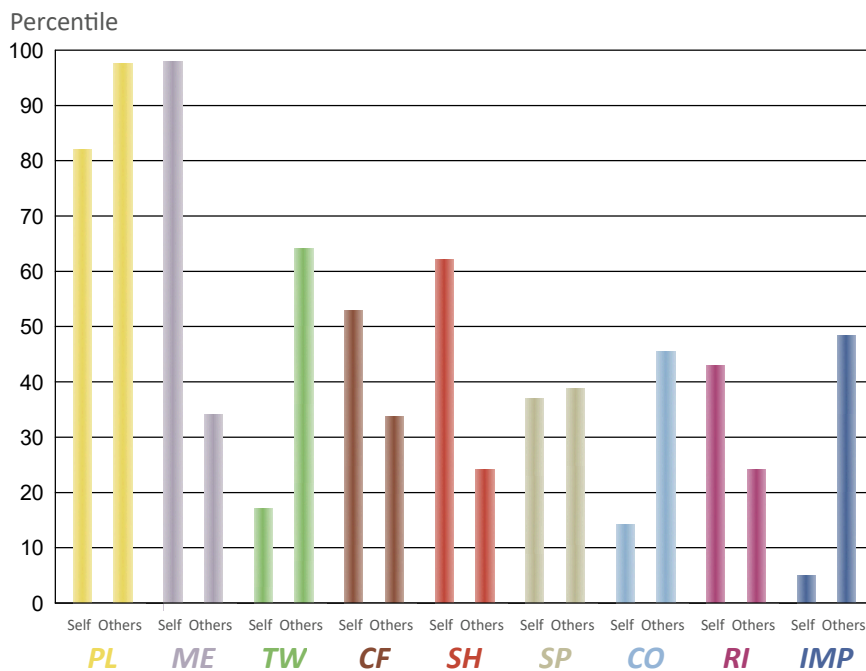


Do you agree? Can you think of a situation where people may have seen these behaviours?

Taking what you think and what others have observed, here's the overall picture.



This is the profile we will be concentrating on throughout the rest of your report.



And this is how it breaks down.

The complete picture is a combination of your views and the views of others.

We combine all the information together, taking account of many factors including how close your views are to those of others. Overall, you are regarded primarily as a Plant. This is by far your highest Team Role.

What does this mean? It means, Izzy, that you're someone who can look at things from a new angle and therefore should be good at work where you have to devise something new or different.



Do you agree with this complete picture? Is there anything you're surprised about?

Now you understand your Team Role strengths, here's how you can make the most of them.

A bit more detail about what you do best

You're someone who enjoys challenges where you can use your mind, whether you're coming up with new ideas or weighing up options and deciding on the best way forward.

Let other people know that you enjoy problem-solving. Avoid becoming caught up in discussions and arguments which don't lead to a practical solution, so that people know they can rely on you to come up with something, rather than just thinking about it.

You may find that you apply a "sense check" to your own ideas. This might mean that you don't waste time on ideas that won't work, but bear in mind that it is more difficult to take a balanced view of your own ideas.

Another plus point

You also appear to be someone who takes an interest in others and wants to help. Focus on developing good relationships with other people and understanding the way that people behave with one another. Watch out to see if anything needs to be done and offer to do it.

Something to bear in mind

At the moment, you don't seem to be someone who enjoys working out practical plans and working efficiently. If you can work along with someone who is good at organising, you are likely to work more effectively.

Learning Style

You like to work on your own and think your way around complex problems. You might find group learning uncomfortable, because you may feel distanced from others and unable to share what you have learned.



Here are your top four Team Roles and the working styles associated with each combination.

When you are in an interview, you can use these phrases to talk about how you like to work best.



Team Roles

Work Style

1



PL

2



ME

3



4



"I like to ensure the ideas I offer are relevant to the situation."



PL



TW



"I enjoy sharing my ideas to help others."



PL



CF

"I like to improve things by producing new and better standards."



ME



TW



"I like to give thought to others' views and make sure that things are fair."

Key



PL Plant



CF Completer Finisher



CO Co-ordinator



ME Monitor Evaluator



SH Shaper



RI Resource Investigator



TW Teamworker



SP Specialist



IMP Implementer

Show off your strengths

- Talk about times when you've come up with new ideas and made something from nothing.
- Make sure you show that you're someone who can go beyond the obvious and think of creative answers to difficult problems.

You might want to give this some thought

- You like to come up with new ideas, but may not think about how they will work on a practical level. Can you think of times when you've worked with others to see how to turn your ideas into action?












Describe your strengths and weaknesses and think about how you could use this information at an interview.



Using everything you have learned about your Belbin Team Roles, write a brief personal summary that you could use as part of an application.

Here is the breakdown of how people saw your Team Role behaviours.

	1	2	3	4	5	6	7	8	9
How you see yourself:	ME	PL	SH	CF	RI	SP	TW	CO	IMP
Observations:									
Dominique Lapierre Armande	PL	TW	ME	IMP	SP	SH	CF	CO	RI
Hannah Hoess	PL	RI	SP	CF	IMP	SH	CO	ME	TW
Elena Bruno	PL	CO	TW	IMP	CF	SH	SP	RI	ME
Laurien van der Holst	PL	TW	CO	ME	IMP	SP	RI	CF	SH
How others see you (combined):	PL	TW	IMP	CO	SP	ME	CF	SH	RI
Your Complete Picture:	PL	ME	TW	CF	SH	SP	CO	RI	IMP
									

Things to think about:

- People may see different strengths in you.
- You might have different relationships with each of them, depending on the situations in which they see you.
- Don't get too hung up on the details, the variations may only be slight.
- Think about why people might see you differently and how that could affect what they think of your Team Roles.

You asked other people to complete a questionnaire about you, ticking words and phrases they think apply to you and your behaviour.

Here is a summary of the words they ticked. It's normal to have zeroes.

original	8	frightened of failure	1
creative	8	analytical	1
reliable	7	logical	1
caring	6	competitive	1
willing to adapt	6	fearful of conflict	1
imaginative	5	possessive of work	1
helpful	4	doubtful	1
free-thinking	4	perfectionist	0
self-reliant	4	meticulous	0
encouraging of others	4	unadventurous	0
aware of what needs to be done	4	restricted in outlook	0
seizes opportunities	3	over-talkative	0
persevering	3	indecisive	0
has good judgement	3	inconsistent	0
disciplined	3	impatient	0
confident and relaxed	3	confrontational	0
advises others	3	absorbed in own area	0
unbiased	2	inquisitive	0
studious	2	methodical	0
unconventional	2	diplomatic	0
absent-minded	2	outgoing	0
realistic	2	loves learning	0
perceptive	2	resistant to change	0
practical	2	reluctant to let go	0
efficient	2	persuasive	0
hesitant	2	manipulative	0
accurate	2	inflexible	0
dedicated to study	2	fussy	0
keen to share knowledge	2	forceful	0
corrects mistakes	2	challenging	0
inventive	1	uninvolved with detail	0
enterprising	1	unenthusiastic	0
broad in outlook	1	pushy	0
tough	1	unobservant	0
over-sensitive	1	impulsive	0
outspoken	1	gets others to do the work	0