








Belbin Team/Group Reports for

TalTech summer school - Team 1



Team Role Summary Descriptions

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too pre-occupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends people's feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organizes work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

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Overview of Team Composition

This report shows Team Roles in order from most prominent (column 1) to least (column 9) for each person in the team. For each individual, the first line shown denotes views from Self-Perception; the second shows combined Observer views and the third shows the overall composition.

This report is based on 6 candidates and 7 observations.

Name	1	2	3	4	5	6	7	8	9
Kaushal, Anish									
SPI completed on 31/07/2020									
Self-Perception	ME	SP	CO	PL	SH	IMP	CF	TW	RI
Observations (2)	ME	CO	TW	CF	IMP	SH	RI	PL	SP
Overall	ME	CO	SP	IMP	SH	CF	TW	PL	RI
Polak, Sara									
SPI completed on 31/07/2020									
Self-Perception	IMP	CF	CO	ME	TW	SH	SP	PL	RI
Overall	IMP	CF	CO	ME	TW	SH	SP	PL	RI
Pop, Vasile Adrian Bogdan									
SPI completed on 02/08/2020									
Self-Perception	CF	ME	CO	PL	IMP	TW	SH	RI	SP
Overall	CF	ME	CO	PL	IMP	TW	SH	RI	SP
Spyrolari, Anisia									
SPI completed on 31/07/2020									
Self-Perception	SH	ME	IMP	CF	PL	CO	SP	TW	RI
Observations (5)	CF	ME	PL	IMP	CO	SH	TW	RI	SP
Overall	ME	CF	SH	IMP	PL	CO	TW	RI	SP
Valcarenghi, Giovanni									
SPI completed on 02/08/2020									
Self-Perception	PL	RI	ME	TW	CF	SP	IMP	CO	SH
Overall	PL	RI	ME	TW	CF	SP	IMP	CO	SH
Yu, Junhang									
SPI completed on 02/08/2020									
Self-Perception	CO	IMP	PL	RI	TW	ME	CF	SP	SH
Overall	CO	IMP	PL	RI	TW	ME	CF	SP	SH

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Team Contributions

Particular individuals will need to be brought in at the right time if the team is to be fully effective. This report offers suggestions as to who should take on the work of each Team Role within the team. Some roles are shared; some individuals are suggested to play more than one role.

This report is based on 6 candidates and 7 observations.



When some new line of thought is desired, ask Giovanni Valcarenghi, and Junhang Yu.



When the team needs to exploit new opportunities, turn to Giovanni Valcarenghi.



When someone is needed to orchestrate team effort, call on Anish Kaushal, and Junhang Yu. Also involve Sara Polak.



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



When the team needs someone to choose between competing options, seek advice from Anish Kaushal, and Vasile Adrian Bogdan Pop. Also involve Anisia Spyrolari, and Giovanni Valcarenghi.



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



When decisions need to be turned into workable procedures, turn to Sara Polak, and Junhang Yu.



When it is imperative that plans are completed to the highest standards, a key part can be played by Sara Polak, and Vasile Adrian Bogdan Pop.

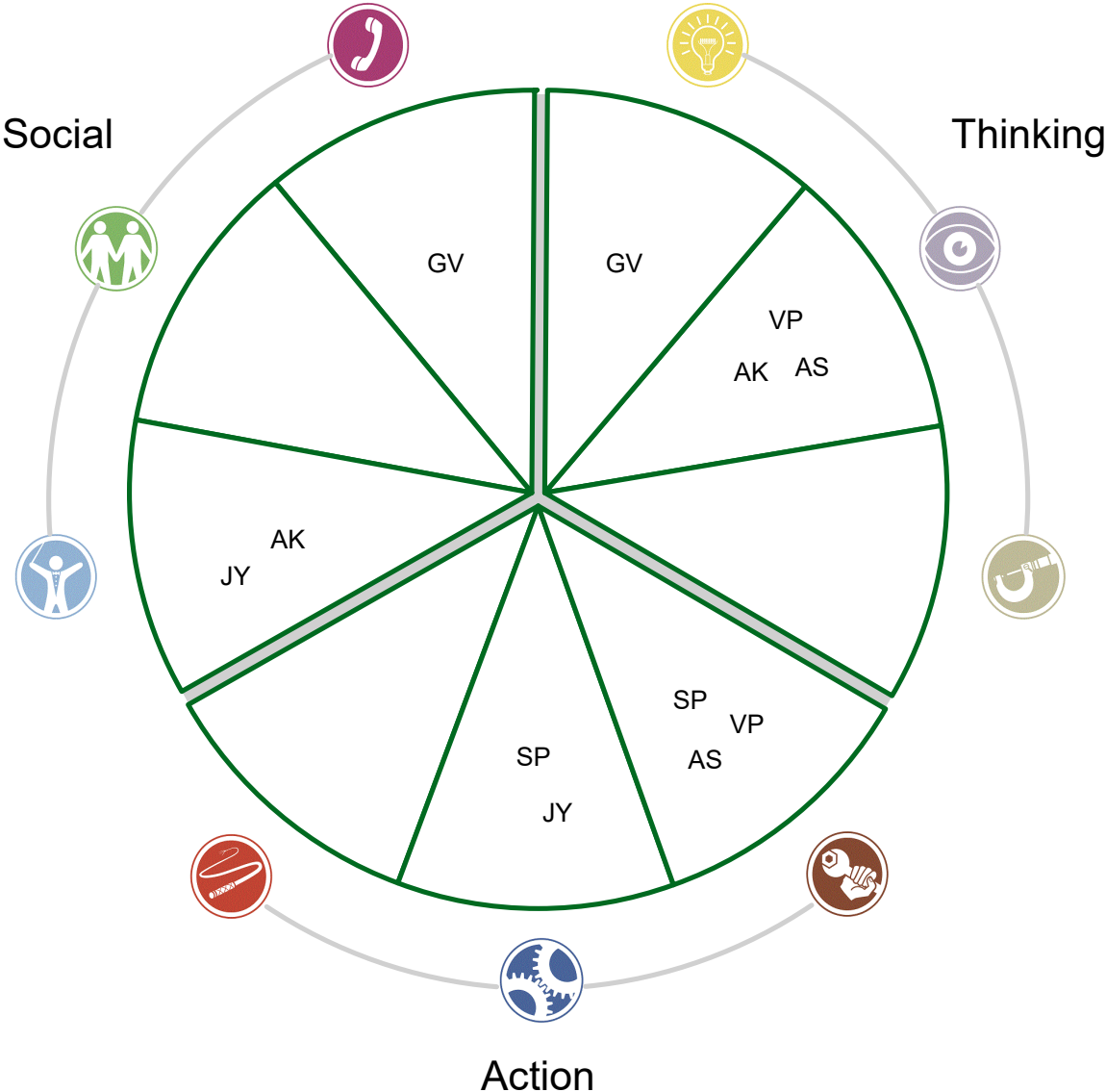


There is no-one in the team showing the strengths of this Team Role in abundance.

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Team Role Circle

This report shows the top two Team Role contributions for each team member by showing their initials in the relevant segment of the circle (a key of team members is provided below). The positioning of an individual's initials within a particular segment has no significance.

This report is based on 6 candidates and 7 observations.



Key to Candidates

- Anish Kaushal (AK)
- Sara Polak (SP)
- Vasile Adrian Bogdan Pop (VP)
- Anisia Spyrolari (AS)
- Giovanni Valcarengi (GV)

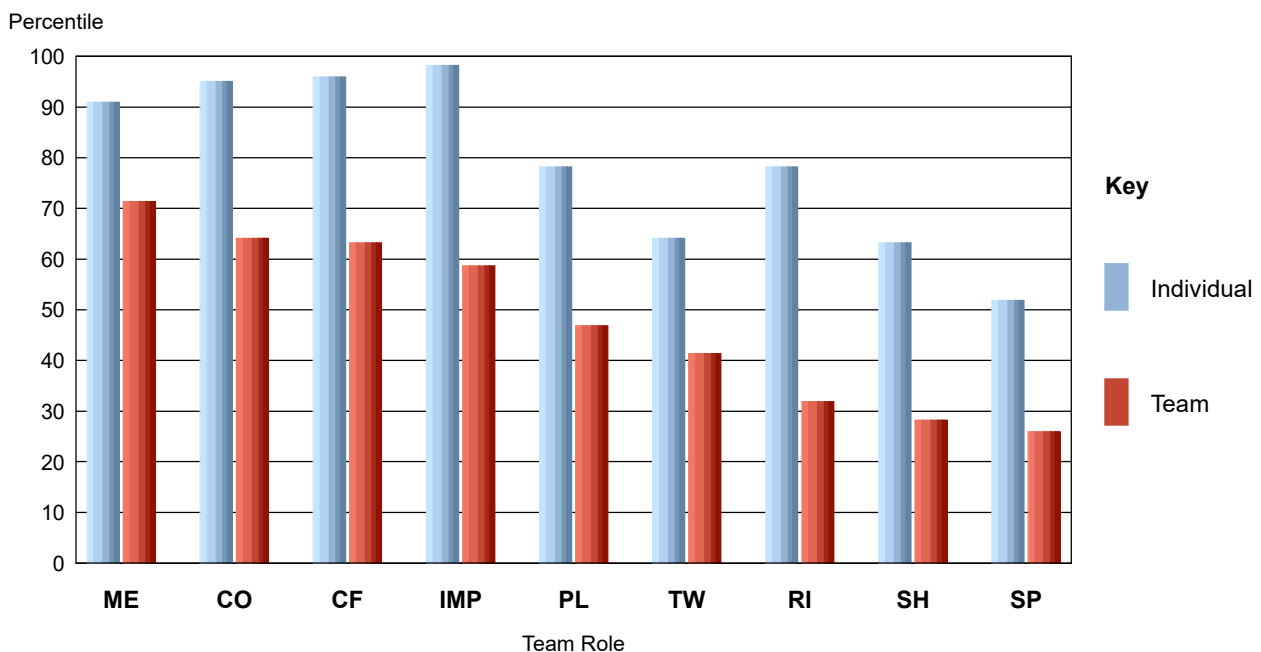
Junhang Yu (JY)

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Individuals in the Team

This bar graph shows the percentile score for the strongest individual in the team for a given Team Role, compared with the team's average percentile score for that role. The further apart the individual and team average scores are for any Team Role, the greater is the team's dependence on one person to fulfil the role in question.

This report is based on 6 candidates and 7 observations.



Individuals with the highest percentile score for the named Team Role:

- ME** Anish Kaushal (SPI + 2 Obs)
- CO** Junhang Yu (SPI only)
- CF** Vasile Adrian Bogdan Pop (SPI only)
- IMP** Sara Polak (SPI only)
- PL** Giovanni Valcarengi (SPI only)
- TW** Giovanni Valcarengi (SPI only)
- RI** Giovanni Valcarengi (SPI only)
- SH** Anisia Spyrolari (SPI + 5 Obs)
- SP** Anish Kaushal (SPI + 2 Obs)

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Strong Examples of Team Roles

This report shows strong examples of Team Roles in the team in alphabetical order. A strong example of a Team Role is someone who has a clear idea of his or her Team Role preferences, has a good level of agreement between Self-Perception and Observer views (if applicable) and displays considerably more positive than negative behaviours for that role.

This report is based on 6 candidates and 7 observations.

The following are strong examples of each Team Role:



Co-ordinator:

- * Anish Kaushal
- * Junhang Yu



Monitor Evaluator:

- * Anish Kaushal
- * Vasile Adrian Bogdan Pop



Implementer:

- * Sara Polak
- * Junhang Yu



Completer Finisher:

- * Sara Polak
- * Vasile Adrian Bogdan Pop

* indicates that the results are based on fewer than 4 Observer Assessments.

There are no strong examples of the following Team Roles:



Plant



Resource Investigator



Shaper



Teamworker



Specialist

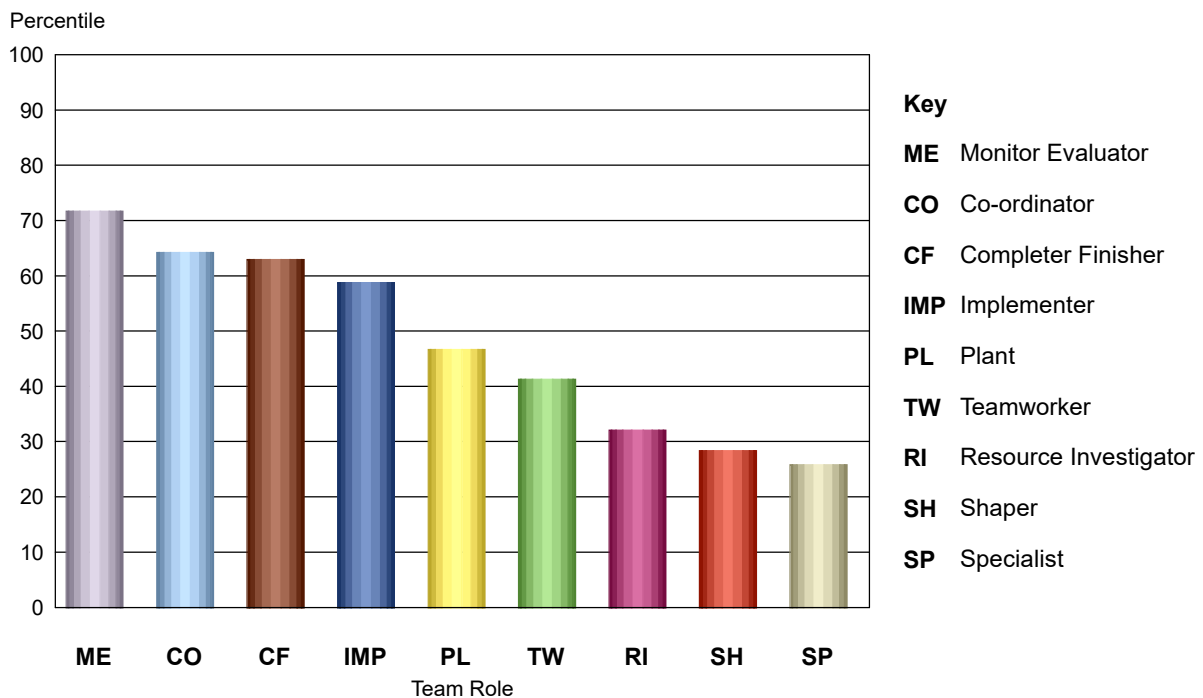
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Team Role Averages

This report shows the team average for each Team Role. The information below describes the possible positive and negative implications of the Team Role "culture".

This report is based on 6 candidates and 7 observations.

The strength of this team lies in its capacity for well-considered consultation. This quality should protect it from engaging in rash actions or making thoughtless mistakes. Its underlying skills should be in making strategic decisions and its weaknesses lie in the more short-term issues. Someone needs to take on the role of increasing the pace of team action when required.



The best feature of this team is its well-considered approach to problems and its careful choice of possible options. With its cautious approach this team is unlikely to make serious mistakes, even though it may be slow to put its decisions into action.

The danger of this team may be that there are too many generalists and not enough subject experts. The relevance of this depends on the team's objectives, but if specific expertise is required, it may be necessary to bring in someone from outside.

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Overall Observer Responses

When observers complete an Observer Assessment, they can tick or double-tick adjectives which apply to a particular individual. This report accumulates the ticks received for each word for all team members, in descending order. Words which denote associated Team Role weaknesses are shown in italics.

This report is based on 7 Observer Assessments.

Please note: if the Observer Assessments were completed in a different language to the one specified for this report, the equivalent word or phrase is used.

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

Glossary of Terms

Self-Perception Inventory (SPI)

The Self-Perception Inventory is the questionnaire an individual completes to ascertain his or her 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 his or her 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, offering advice on managing this.

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, their 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 claims than 90% of the population, your Team Role feedback will take this into consideration.