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Belbin Team Role Report for

Ying Liu

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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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Team Role Overview

The bar graph in this report shows your Team Roles in order from highest to lowest, using all available information. The other pages of your report will analyse your Team Role Overview in more detail.

This report is based upon your Self-Perception only.

Percentile

Key

RI	Resource Investigator
SP	Specialist
CO	Co-ordinator
ME	Monitor Evaluator
IMP	Implementer
PL	Plant
SH	Shaper
CF	Completer Finisher
TW	Teamworker
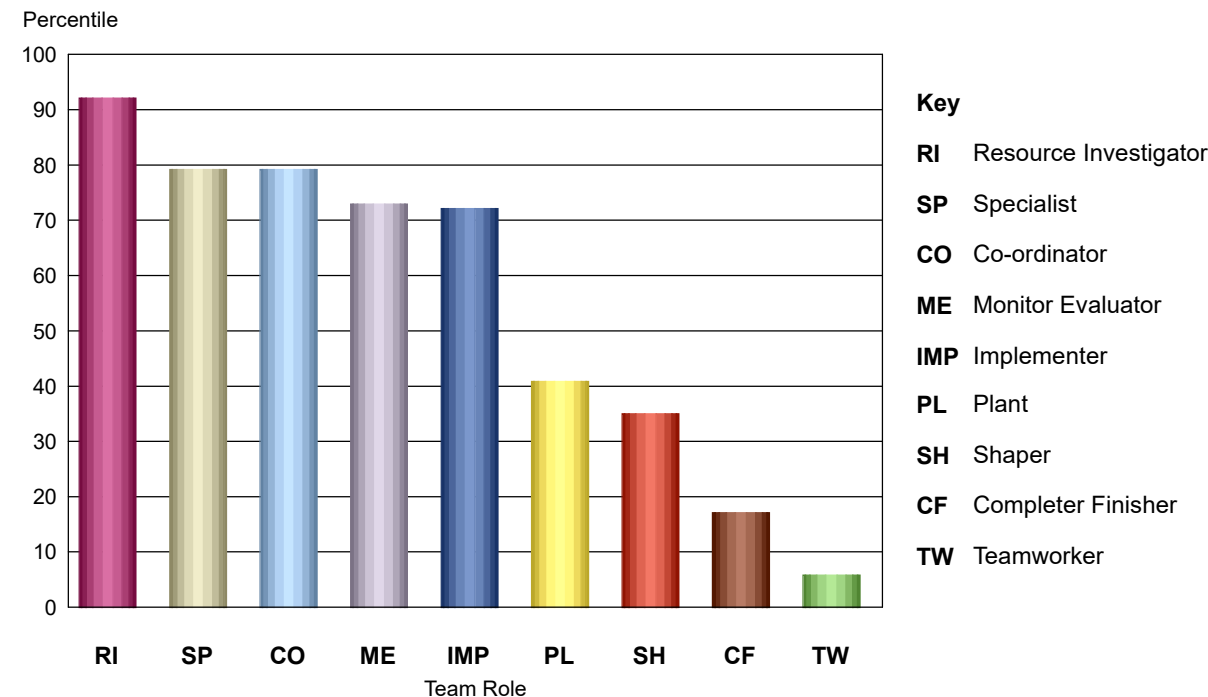
The graph above shows your Team Roles in order of preference. Some people have an even spread of Team Roles whilst others may have one or two very high and very low Team Roles. An individual does not necessarily show all nine Team Role behaviours.

This graph is based solely on your views. In addition to analysing your own views, you can ask others to complete Observer Assessments to provide feedback about the Team Role behaviours they observe in you. This is useful because Team Role contributions are about the way others see us and work with us, as well as the way we perceive ourselves.

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Your Team Role Preferences

This report shows your percentile scores for each Team Role, according to your Self-Perception responses. Team Roles are divided by percentile score into Preferred, Manageable and Least Preferred Roles.

This report is based upon your Self-Perception only.

Least Preferred Roles			Manageable Roles				Preferred Roles				Team Roles
0	10	20	30	40	50	60	70	80	90	100	
.	.	.	.	X	.	.	.	.	.	.	Plant
.	.	.	.	.	.	.	.	.	X	.	Resource Investigator
.	.	.	.	.	.	.	.	X	.	.	Co-ordinator
.	.	.	X	.	.	.	.	.	.	.	Shaper
.	.	.	.	.	.	.	X	.	.	.	Monitor Evaluator
.	X	.	.	.	.	.	.	.	.	.	Teamworker
.	.	.	.	.	.	.	X	.	.	.	Implementer
.	.	X	.	.	.	.	.	.	.	.	Completer Finisher
.	.	.	.	.	.	.	.	X	.	.	Specialist

Please remember that Belbin Team Roles consist of both strengths and associated weaknesses.

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Team Role Feedback

This report offers guidance and advice on the best way to manage your behaviour at work and make the most of your Team Role contributions. The applicability of the advice may vary depending on the stage of your career and your current working situation.

This report is based upon your Self-Perception only.

Whilst you demonstrate the sociability and adventurous sense of someone who likes to explore new fields of interests, you may be reluctant to venture too far away from your subject area. This could present you with something of a dilemma. The further you stray, the more you risk losing touch with the intricacies of your own special field. On the other hand, you may nurture ambitions that extend your horizons so that you feel that the specialised side of your job, whilst fulfilling in itself, does not adequately stretch you.

The solution may be to play a larger part in whatever professional organisation is appropriate. Here you are likely to encounter the sort of stimulus that will encourage you to initiate progressive changes in your own field. As a result, the scope of your job could be extended.

You may find that pride and pre-eminence in your profession comes into conflict with working with those outside your organisation. On the other hand, if you feel that the two influences can be effectively combined, you may find a role in sharing your expertise with others.

You are likely to work best for a manager with a broad view and sense of direction, but who allows you to exercise discretion in your subject area. As a manager yourself, seek out people who can prevent mistakes from causing problems.

Your operating style should be that of the enthusiastic expert, who has confidence in a subject and enjoys proclaiming a message.

You are also capable of taking a broad view of the team. Focus on making yourself known as a calm and mature individual to whom others – managers and colleagues alike – can turn for advice and consultation. Pay attention to where others can best contribute and use this knowledge to encourage them in their roles.

On a final note, you need to take account of the role for which you are least suited. You do not appear to fit comfortably into a supportive role. You may therefore need to give special attention to helping others and enabling the team to run smoothly when the occasion calls for it.

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Maximizing your Potential

This report highlights your Team Role strengths and possible weaknesses, based on your views and those of your Observers, if applicable. The section, 'Understanding your Contribution', provides analysis of your responses to your Self-Perception to enable you to work more effectively.

This report is based upon your Self-Perception only.

Strengths

You are likely to:

- thrive when offered a varied role which involves developing contacts external to the organisation.
- take a discriminating and professional approach to your area of expertise.
- be best suited to work where you can spend time delving into a specific subject.
- maintain a broad overview while leaving the details to others.

Possible Weaknesses

You may:

- depend on continuous stimulation and be inclined to leave the details to others.
- influence people to reach objectives, rather than focusing on individuals' needs.

Understanding your Contribution (based on your self-perception)

Looking at the results solely from your self-perception (not taking any observer views into account), you have highlighted two possible contributions you can make. Below is some advice on how to play to your strengths further in these areas:

To play your Resource Investigator role to better effect, be alert to new opportunities and how you might turn them to the team's advantage. This will require both up-to-date knowledge of the team's current objectives and a good network to keep you informed.

To play your Specialist role to better effect, promote your image as a fount of knowledge within the team. When others consult you, decide what information (and how much) is appropriate to the team's wider objectives, so that your specialism is viewed as a valuable asset.

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Feedback and Development Suggestions

This report is ideal for handing to and discussing with your line manager. It will provide an insight into your preferred way of working and the environment in which you thrive. Alternatively, this report is also a useful aid for any manager or recruitment specialist who wants to find out more about the individual in terms of their preferred working style and environment.

This report is based upon your Self-Perception only.

Key points

Find out whether Ying Liu is able to relate well to others or whether she relies on talking herself through situations instead. In order to reach a judgement, ask about situations in which Ying has achieved personal rapport with someone as opposed to gaining a networking contact.

Work Environment

Ying would be well-placed in a role where expertise needs to be gained and absorbed but also brought out as required. She would suit work which entails contact with the outside world. She may appreciate regularly attending conferences or participating in training courses which could add to her knowledge.

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Suggested Work Styles

This report looks at the combination of your top Team Roles and suggests working styles that may be suitable. Phrases are provided which summarise the relevant working styles.

This report is based upon your Self-Perception only.

Team Roles				Work Style
1	**2**	**3**	**4**	
RI	SP			**Sharing Expertise** "My strength lies in taking my expertise outside the team and sharing it with others."
RI		CO		**Facilitating** "Networking and enabling people to interact more effectively are what I do best."
RI			ME	**Weighing up Options** "I enjoy finding out what's going on elsewhere and considering what could be relevant to us."
	SP	CO		**Project Managing** "Offering my expertise and knowledge to progress group work gives me satisfaction."

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.